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Annual report of the World Food Programme for 2013

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual report of the World Food Programme for 2013, as approved by the Board of the Programme in its decision 2014/EB.A/2, which is also attached.

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* E/2014/1/Rev.1, annex II.

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Annual report of the World Food Programme for 2013*

EXECUTIVE SUMMARY

Undernourishment and undernutrition continued to decline in 2013 but the prevalence of hunger remained unacceptably high, especially among vulnerable women and children. In view of current population growth and climate change, food insecurity is likely to increase.

In 2013, WFP launched responses to four Level 3 crises – in the Central African Republic, the Philippines, South Sudan and the Syrian Arab Republic – that stretched its capacities and resources and those of the humanitarian community. WFP's leadership in food security, logistics and emergency telecommunications helped the United Nations and its partners to address the needs of the hungry; its food-assistance tools supported social safety nets, and its specialized nutritional products were used to address the causes and effects of hunger and support sustainability. These successes were made possible by the generosity of the donors, who in spite of global austerity provided the second highest level of funding in WFP's history.

In total, 80.9 million people – most of whom were women and children – received direct food assistance transfers from WFP in 75 countries in 2013. This figure exceeds the targeted number of planned beneficiaries. While the number of people receiving direct food assistance transfers is only a fraction of the world's undernourished people who receive support, it is important to recognize that WFP food assistance programmes have positive impacts on many more people. WFP's growing suite of assistance modalities is supporting the attainment of food security for many more than those who receive food, cash or vouchers. For example, studies suggest that the number of people who benefit from asset-creation activities may be between 20 to 40 percent higher than the number who receive food assistance under the activity. WFP activities that include behavioural change communication can provide benefits at the local level that go beyond the benefits of direct food assistance transfers.

WFP is moving toward a more robust and comprehensive method of identifying and counting those who benefit from WFP's food assistance. Beyond beneficiaries of direct food assistance transfers, WFP recognizes two additional tiers of beneficiaries that benefit from programmes although they do not receive food or cash transfers directly. The second tier includes users of assets that WFP programmes have established or rehabilitated, smallholders that participate in Purchase for Progress, and people receiving behaviour-change messages that form part of WFP nutrition interventions. A third tier of beneficiaries includes those who benefit indirectly from the impact of WFP programmes, capacity development and technical assistance. Cash and voucher transfers also supported local economies, which helped to protect lives and livelihoods. In Jordan, the value of vouchers distributed in 2013 was estimated at 0.3 percent of gross domestic product, generating an estimated USD 100 million for the national economy. If WFP had opted for in-kind food transfers, the country would have lost out on many additional benefits.

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* The present report is being issued without formal editing.

Most undernourished people now reside in middle-income countries, and WFP accordingly provides technical assistance for governments developing food-security and nutrition policies and safety-net programmes. This support cannot readily be measured in terms of beneficiary numbers, however: assistance in designing a school feeding programme, for example, can bring about benefits for millions of vulnerable children. Innovative technologies to improve the efficiency of public distribution systems, projects supporting local production of supplementary foods and knowledge transfers to enhance food-security analysis and targeting are examples of WFP's work.

During the 5 year pilot period, WFP helped to stimulate local economies by procuring 400,000 mt of food through Purchase for Progress from 390 farmers' organizations representing 1 million farmers. By tackling the roots of hunger and protecting fragile environments through resilience and capacity development, WFP helped to empower vulnerable people to achieve food security in the future.

The Secretary-General's Zero Hunger Challenge is a bold vision for the eradication of hunger. It is the foundation of the Strategic Plan (2014–2017), reflecting WFP's commitment to its five pillars: eliminating stunting among children under 2, guaranteeing universal access to adequate and nutritious food, ensuring that food systems are sustainable, increasing the productivity and incomes of smallholder farmers by 100 percent, and eliminating waste. WFP will help to coordinate United Nations and country-level actions addressing the challenge, co-leading the working groups on pillars 1 and 2, and ensuring linkages with the targets of the World Health Assembly for improving maternal, infant and child nutrition.

Through its partnerships, WFP will address the goal of achieving universal food security through sustainable agriculture and food systems and will support the post-2015 development agenda for international investments for the coming years in line with the five targets adopted by the Rome-based agencies. In 2013, WFP worked in partnerships with 1,300 non-governmental organizations, United Nations organizations, donors and governments.

WFP's performance was enhanced by Fit for Purpose, which involved the empowerment of the country offices and concomitant changes at Headquarters. Progress was made in all seven organizational strengthening themes during 2013, despite the pressures of the Level 3 emergencies.

In 2013, WFP updated its gender indicators to cut across all the Strategic Objectives to address the needs of hungry women and girls and ensure that all projects were gender-sensitive. The use of the gender marker in new projects rose from 24 percent in 2012 to 50 percent in 2013: WFP is on track to achieving its goal of meeting gender standards in all projects by 2015, and is committed to all fifteen of the standards in the United Nations System-Wide Action Plan.

In 2013, WFP and other agencies started to implement the recommendations of the 2013 Quadrennial Comprehensive Policy Review to promote coherence in the United Nations system. In line with these, WFP will continue to develop its partnerships with governments, the private sector, non-governmental organizations, civil society and United Nations agencies.

Performance reporting is essential to ensure that WFP delivers value for money. A recent review by the Multilateral Organization Performance Assessment Network highlighted the rigour of WFP's performance-management systems and identified areas for improvement. Performance measurement against the Strategic Objectives was enhanced in 2013 to include outcome-level results (see Part II).

This Annual Performance Report reviews WFP's performance in 2013 in terms of the Strategic Plan and Management Plan, the Strategic Results Framework and the Management Results Framework.

WFP's Performance against the Strategic Objectives

Strategic Objective 1: Save lives and protect livelihoods in emergencies

WFP performed consistently well in emergencies, which was notable in view of the many limitations to humanitarian access as a result of conflict. It was strongly supported in this work by its donors and partners.

Work under Strategic Objective 1 focused on nutrition in the first 1,000 days of life to prevent and reduce acute malnutrition, especially in sub-Saharan Africa. Levels of acute malnutrition stabilized or fell in 90 percent of projects. Adherence to anti-retroviral and tuberculosis therapy improved, indicating that food provided at health facilities enabled patients to make regular visits. WFP's specialized nutritional products and complementary activities made significant contributions to improved nutrition, and school feeding was effective in keeping children in school, even in emergency settings. Other activities included the distribution of fuel-efficient stoves to 70,000 households and help in limiting environmental degradation.

Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures

Household and community resilience to disasters and climate change was reinforced by WFP's safety-net initiatives such as food assistance for assets, particularly where the activities complemented each other and where the most vulnerable women were targeted. Cash transfers enhanced the quality and quantity of food consumption in many countries.

Progress was made in disaster preparedness through the development for governments of systems for early warning, food security monitoring and disaster preparedness, supported by advocacy at the policy level. Lack of government data limited the ability to report progress in some cases, but this will be addressed by capacity-development initiatives for government officials.

Strategic Objective 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations

WFP performed strongly in Strategic Objective 3. Community asset scores increased in all projects, and household food consumption increased in 85 percent of projects; 25,000 communities benefited from improved infrastructures to mitigate shocks. School feeding resulted in increased enrolment, with retention rates mainly stable. Strong performance was evident in the reduction of acute malnutrition and stunting and in recovery rates in anti-retroviral and tuberculosis therapy.

Strategic Objective 4: Reduce chronic hunger and undernutrition

Variable performance in some activities may be accounted for in terms of operational contexts. WFP increased its focus on capacity development, institutional strengthening, planning and investments, for which it is difficult to discern change on an annual basis. Some progress was made in nutrition outcomes, and some projects achieved excellent results in treating acute malnutrition with a combination of targeted supplementary feeding, effective nutrition education messages and household food vouchers.

Progress was mixed in school feeding projects. Enrolment rates increased, but pass rates remained unchanged: clearly, additional inputs are needed to ensure that children can learn. Partnerships with specialist education organizations are critical for progress in this outcome.

Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase

WFP allocated a larger share of resources to government capacity development in 2013 than in 2012, and strong progress resulted; South-South cooperation led by the WFP Brazil Centre of Excellence made a significant contribution. WFP trained national officials with a view to developing government-led hunger solutions, especially school feeding and food-security programming, and 232 WFP-managed programmes were handed over to governments.

National capacities were built up through the Purchase for Progress pilot, which concluded in December. In its five years WFP signed contracts for 400,000 mt of food in the 20 pilot countries and USD 150 million was put into the hands of farmers, many of whom were women. The contribution of Purchase for Progress to sustainability was reflected in the sale of 200,000 mt of food to other buyers.

It was further noted that local purchases helped support local production and reduced costs and lead-time, resulting in more efficient delivery of assistance to beneficiaries. At times, local purchases also led to substantial savings in comparison with import parity prices. In Senegal, local food procurement in areas with surplus production boosted agricultural development in communities deprived of alternative income opportunities and with limited access to markets. It encouraged communities and authorities to recognize and take advantage of the production potential with a view to contributing to and ultimately taking ownership of their safety nets. In the State of Palestine, the inclusion of milk in the voucher basket led to an expansion of supply in retail stores to meet the demand. Local food purchases also supported the Palestinian economy, helped maintain a continuous supply of food and reduced transportation costs.

WFP's Performance against the Management Result Dimensions

Performance was generally positive, reflecting progress in securing resources, stewardship, learning and innovation and internal business processes; some progress was made in operational efficiency. Fit for Purpose contributed significantly to this achievement.

Funding levels were high but did not fully meet all needs, especially in the "forgotten emergencies." Stronger performance is needed in terms of resourcing and efficiency.

Management Result Dimension 1 – Securing resources

Confirmed contributions to WFP in 2013 were USD 4.38 billion,[1] 12 percent more than in 2012, which covered 62 percent of the programme of work, 7 percent more than in 2012. Factors underlying this growth include a 12 percent rise in multi-year donations, and joint resource-mobilization and donor briefings with other United Nations agencies.

WFP performance in achieving gender parity remained stable. The proportion of women in senior positions was unchanged at 36 percent in 2013, and women accounted for half of international P1–P4 promotions.

Management Result Dimension 2 – Stewardship

Strong performance was recorded. Funds were used as planned and unspent project balances reduced; between 2012 and 2013 the percentage of undistributed food at year's end decreased from 9.6 percent to 8 percent, but the percentage of undelivered cash and vouchers remained unchanged.

WFP's presence in conflict areas increased the need for staff security measures; the number of security incidents rose by 15 percent. There was increased compliance with minimum operating security standards compared with 2012, but implementation of the recommendations of the security assessment missions was slow.

WFP's internal control frameworks worked well in 2013. Annual performance plans and risk registers are complete in most country offices, and compliance with the performance and competency enhancement system rose from 81 percent in 2012 to 96 percent in 2013. All managers required to complete an annual statement of assurance did so, enabling the Executive Director to sign the Statement on Internal Control.

WFP managed its brand image and reputation effectively to generate income and visibility. Media coverage increased, and an independent analysis of coverage of WFP in the Level 3 emergencies was overwhelmingly positive.

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[1] This figure differs from the contribution revenue reported in the 2013 audited financial statements because of the different treatment of multi-year revenue, the exclusion of contributions with a bilateral funding window, and the exclusion of contribution revenue adjustments such as unspent balances and write-downs.

Management Result Dimension 3 – Learning and innovation

Some progress was made in identifying and disseminating lessons learned, especially in evaluations. WFP evaluated 66 percent of projects closed in 2013 at least once during their lifetimes; the target for the coming years is to evaluate all projects at least once.

The lessons-learned database for emergency responses was launched in 2013. Lessons learned are now identified after every Level 3 emergency, and the regional bureaux have a toolkit for reviews after Level 2 responses. WFP trained its own staff and national officials to enhance capacities in programme areas such as school feeding.

Management Result Dimension 4 – Internal business process

The Business Process Review assessed process areas in terms of performance, cost, quality, accountability and alignment with the Strategic Objectives: its recommendations are being implemented, and additional changes will be introduced in 2014.

WFP procured 2.1 million mt of food in 91 countries in 2013 valued at USD 1.2 billion. Of this tonnage, 79 percent was purchased in developing countries.

WFP performed strongly in delivering food on time: 80 percent of food was delivered within contractual periods. WFP also improved its food-safety and food-incident management systems in partnership with external experts. The timeliness and quality of internal business processes improved: more food was shipped on time, for example, resulting in savings of USD 11.35 million. Cost savings and efficiency gains resulted from innovations such as the use of biometrics in food distributions and inter-agency collaborations (see Part III).

Management Result Dimension 5 – Operational efficiency

The annual cost of food assistance per beneficiary increased from USD 38.75 to USD 48.57 between 2012 and 2013. This was because: i) proportionally more food assistance was provided over longer periods; ii) cash and voucher operations were scaled up; iii) beneficiary numbers declined following the shift to targeted recovery assistance; iv) several operations introduced more expensive nutrition products; and v) the response in the Syrian Arab Republic accounted for a major share of operational costs.

WFP created the Preparedness and Response Enhancement Programme in 2013 to enhance partnerships with national authorities and to provide efficient and effective emergency responses for up to 6 million beneficiaries. In 2013, the average lead time of 106 days for normal operations was reduced by 71 percent – well above the 50 percent target, and an improvement on 2012 – through the use of the Forward Purchase Facility, which also helped to accelerate responses in sudden-onset emergencies.

Looking Forward

Fit for Purpose will continue in 2014, and its effects will begin to be realized in improved outcomes that will enhance WFP's future activities and improved performance management systems that will capture results and communicate the positive impact of WFP's activities more consistently.

The following principles will underpin WFP's work in the coming years:

1 – People

WFP is developing its People Strategy to build a capable, balanced workforce. Diversity and gender are integral components of the strategy.

2 – Partnerships

WFP aims to be the partner of choice in programmes addressing hunger. The new Corporate Partnership Strategy will guide the development of partnerships at all levels.

WFP is engaged with partners in the Zero Hunger Challenge and will continue to be part of discussions on the post-2015 agenda while focusing on the Millennium Development Goals in countries with severe nutrition and food security challenges.

3 – Processes and Systems

WFP will continue to enhance its transactional processes to improve productivity and reduce unit costs. Cost drivers will be investigated to ensure that WFP operations achieve optimum outcomes: for every decision made, every programme launched and every dollar spent, WFP will track the results for beneficiaries.

4 – Programmes

Purchase for Progress will continue to leverage WFP's purchasing power to support local food markets. Work in nutrition, home-grown school feeding and resilience and climate change adaptation will become more effective, and the scaling up of cash and vouchers will continue where appropriate under the System for Cash Operations.

5 – Funding and Accountability

Increased accountability among staff and managers is a priority for 2014. Executive management compacts will enhance the accountability of senior staff and optimize performance, and WFP will improve office-level performance planning and review and enhance individual staff appraisals.

WFP will continue to increase the number of donors to provide the resources it needs. The Private-Sector Partnerships and Fundraising Strategy (2013–2017) will help to maximize resources and enhance capacity development. The advances made through Fit for Purpose are evident, but more work remains to be done in terms of investments in innovative, effective and efficient food-assistance approaches, which must be implemented with increasing urgency.

PART I – INTRODUCTION

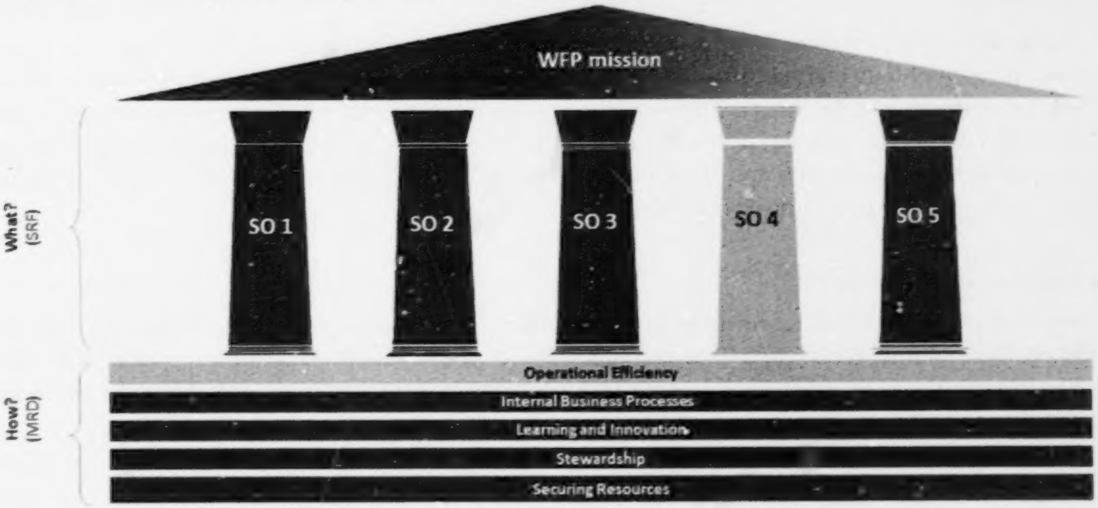
1. The mission of the World Food Programme (WFP) is to end global hunger. To achieve this, WFP works with governments and other partners to ensure that hungry people have access to nutritious food all year round, and particularly during crises.

2. WFP's work is outlined by the Strategic Plan (2008–2013) and operationalized through the Strategic Results Framework (SRF) and Management Results Framework (MRF). This Annual Performance Report (APR) assesses WFP's performance in 2013 against these frameworks, in accordance with the United Nations principles for harmonizing results reporting.[2]

3. Analysis of all projects reporting on key outcome indicators showed that strong progress was made against Strategic Objective 1 – Save lives and protect livelihoods in emergencies; Strategic Objective 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations; and Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase. Some progress was made in addressing Strategic Objective 4 – Reduce chronic hunger and undernutrition, but it was uneven. Part II of this APR gives more detailed information.

4. Analysis of WFP's management of its operations showed strong progress against indicators in four of the Management Result Dimensions (MRDs) – Securing Resources, Stewardship, Learning and Innovation and Internal Business Processes, and some progress in Operational Efficiency. For more information, see Figure 1 and Part III.

Figure 1: ***Assessment of WFP's Performance in 2013***



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[2] United Nations Development Group and the High-Level Committee on Management. 2011. *Common Principles on Results Reporting: a UNDG-HLCM Joint Study*. Final Report. New York.

5. Complex emergencies resulting from conflict and large-scale population displacements persisted in 2013, with serious implications for food security. Obstacles to humanitarian access were numerous, and there were significant threats to humanitarian staff from armed groups who were not concerned with humanitarian principles. Humanitarian organizations in these countries recognized the need to make clear to local populations the distinction between humanitarian workers and peacekeepers.

6. The emergency in the Syrian Arab Republic was unprecedented in terms of the security challenges and the effects on civilians. The political transition in Yemen involved conflict in the north and secessionist movements in the south. The continuing conflict in eastern areas of the Democratic Republic of the Congo (DRC) prolonged the desperate humanitarian situation affecting 2.6 million people. In the Central African Republic sectarian violence caused internal displacements and movements of refugees. The volatile security situation in northern Mali caused a significant deterioration in food security across the country, and hostilities broke out in South Sudan in December 2013, undoing much of the progress made since independence in 2011.

Four trends in food security that shape the need for food assistance

7. Food security is defined by four dimensions: availability, economic and physical access, utilization and stability.[3] Trends in 2013 related to these dimensions are considered below.

Extreme weather threatened food security in fragile environments

8. The 2013 report of the Inter-Governmental Panel on Climate Change stated that changes in weather patterns resulting from global warming would raise levels of food insecurity,[4] noting that a large proportion of those needing food assistance live in fragile and resource-depleted environments.

9. There were fewer extreme weather events in 2013 than in previous years, but those that occurred were severe: i) typhoon Haiyan affected millions of people in the Philippines; ii) cyclone Mahasen affected 1.5 million people in Myanmar and Bangladesh; iii) flooding after torrential rain affected 250,000 people in northern India, Indonesia and Nepal; iv) floods devastated large parts of Madagascar and Mozambique; v) heavy rain and flash floods affected 500,000 people in the Sudan; and vi) the Sahel drought continued, despite improved rainfall.

Food prices remained high in 2013

10. Between 2012 and 2013, world food imports declined by 3 percent to USD 1.15 trillion, easing the burden on low-income, food-importing countries. Food prices remained high but stable: the average FAO Food Price Index declined by 2 percent to 210 points in 2013, but was well above the price levels observed during the 2007–2008 crisis (see Figure 2).[5]

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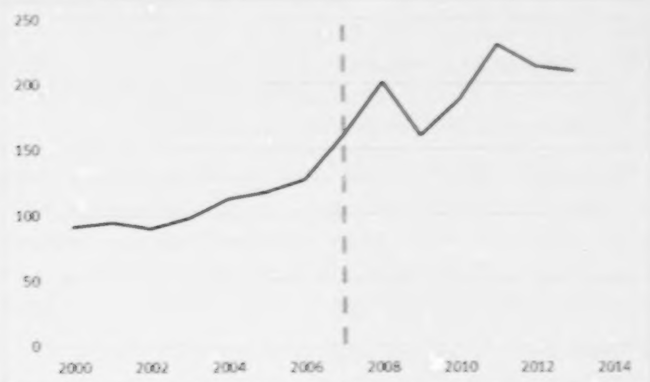
[3] Defined in the 2009 declaration of the World Summit on Food Security. FAO, IFAD and WFP. 2013. *The State of Food Insecurity in the World 2013. The multiple dimensions of food security*. Rome, FAO.

[4] See: http://www.ipcc.ch/report/ar5/wg1/

[5] See: http://www.fao.org/worldfoodsituation/foodpricesindex/en/ The statistics reported here and in Figure 2 were obtained on 9 January 2014.

Figure 2: **FAO Food Price Index from 2000 to 2013**



Source: FAO Food Price Index (normalized to 100 in 2002–2004). Includes cereals, oilseeds, dairy products, meat and sugar.

The world's population grew, and became more urbanized and concentrated in middle-income countries

11. The global population grew by 1 billion between 2000 and 2013, mainly in developing countries.[6] The projected increase in population by 2050 would require global food production to be scaled up by 60 percent.[7] Half of the world's people live in urban areas, and the proportion is expected to increase as people migrate from rural areas,[8] resulting in greater pressure on food production.

12. Three quarters of poor, food-insecure people live in middle-income countries,[9] and the proportion is likely to increase as more countries transition to middle-income status. Economic growth can increase incomes and reduce hunger, but only if growth is inclusive and sustained.[10] Economic growth enables governments to take the lead in addressing domestic food-security concerns.

13. Economic growth, increased urbanization and the shift to middle-income status may be accompanied by shifts in dietary preference to resource-intensive products – which further increases the demand for agricultural production. Such dietary changes may cause the "double burden of malnutrition" in which over-nutrition and undernutrition exist in the same population.[11]

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[6] United Nations Department of Economic and Social Affairs, Population Division. 2013. *World Population Prospects: the 2012 Revision*. New York.

[7] Alexandratos, N. and Bruinsma, J. 2012. *World Agriculture Towards 2030/2050: The 2012 revision*. ESA Working Paper No. 12-03. Rome, FAO. Available at: http://www.fao.org/docrep/016/ap106e/ap106e.pdf

[8] Cohen, B. 2006. Urbanization in developing countries: Current trends, future projections, and key challenges for sustainability. Elsevier: Technology in Society, 28 (2006) 63–80.

[9] Summer, A. 2010. *Global poverty and the new bottom billion: What if three-quarters of the world's poor live in middle-income countries?* Brighton UK, Institute of Development Studies. The World Bank classifies countries with gross national income (GNI) per capita between USD 1,026 and USD 12,475 as middle-income countries.

[10] FAO, IFAD and WFP. 2013. *The State of Food Insecurity in the World 2013. The multiple dimensions of food security*. Rome, FAO

[11] FAO, IFAD and WFP. 2013. *The State of Food and Agriculture, 2013*. Rome, FAO.

Needs were high, but access to safety nets was low

14. After the food and fuel price crises of 2007–2008, many developing countries invested in safety-net programmes providing transfers of cash, food or vouchers for vulnerable and food-insecure people to reduce the impact of rising food prices, augment incomes and increase resilience. Safety nets are particularly important in areas at risk of environmental degradation and natural disasters in that they encourage sustainable agricultural practices and protect livelihoods.

15. In 2013, there were 98 countries with national safety net programmes, compared with 72 in 2000.[12] Safety-net policies were established in 20 countries in sub-Saharan Africa and South Asia, and 80 percent of developing countries had plans to establish or enhance safety nets.[13] The G20 Development Working Group and the Busan Partnership for Effective Development Cooperation highlighted the importance of embedding food security and nutrition in national safety-net policies.

16. But access to social protection remained limited in many contexts: 60 percent of the people in developing countries and 75 percent of households in sub-Saharan Africa did not have access to any form of social protection.[14]

The number of undernourished people declined but remained unacceptably high

17. An estimated 842 million people were undernourished in 2013, 12 percent of the global population. This figure has declined by 173 million since 1992, and by 26 million since 2012.[10] Reductions in undernourishment have been notable but uneven; levels are still unacceptably high, especially in sub-Saharan Africa (see Figure 3). An estimated 60 percent of undernourished people are women and girls; 20 percent are children under 5.[15] Many countries will not achieve the Millennium Development Goal of reducing hunger by half by 2015.[16]

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[12] World Bank. 2013. *Closing the Gap: The State of Social Safety Nets 2013*. Washington DC.

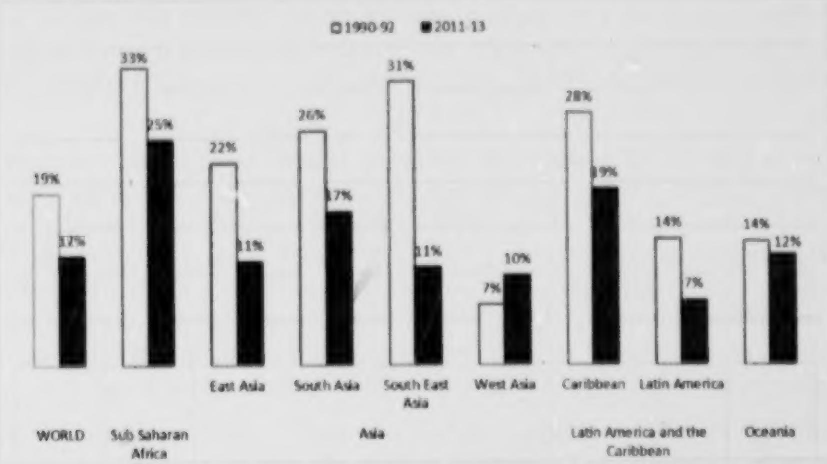
[13] International Monetary Fund and World Bank. 2012. *Safety Nets Work: During Crisis and Prosperity*. Washington DC.

[14] World Bank. 2012. *The World Bank 2012–2022 Social Protection and Labor Strategy*. Washington DC.

[15] United Nations Economic and Social Council. 2007. *Report of the Secretary-General: Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development* (E/2007/71). New York.

[16] See Annex I and United Nations. 2013. *The Millennium Development Goals Report 2013*. Available at: http://www.un.org/millenniumgoals/pdf/report-2013/mdg-report-2013-english.pdf

Figure 3: ***Prevalence of Undernourishment, by Region, 1990–2013***



Source: FAO, IFAD and WFP. 2013. *The State of Food Insecurity in the World 2013. The multiple dimensions of food security*. Rome, FAO.

18. The global prevalence of stunting among children under 5 fell from 40 percent in 1990 to 26 percent in 2011, but levels are still alarmingly high in some areas. Of 165 million stunted children, 80 percent live in 14 countries; the prevalence of stunting is at least 40 percent in 21 countries in sub-Saharan Africa and South Asia. [17,18] Despite the downward trend, there are more stunted children than there were 20 years ago in some countries in Africa.[19]

19. Undernutrition has profound implications for health, cognitive development and educational achievement, with consequent effects on economies and development. Economic losses caused by undernutrition among children under 5 were estimated at 6 percent of gross domestic product (GDP) in Uganda and 17 percent in Ethiopia.[19] Investments in innovative food-assistance approaches to eliminate hunger must continue with increasing urgency.

WFP's Response

20. WFP provided direct food-assistance transfers for 80.9 million people in 75 countries in 2013, most of whom were women and children (see Figure 4). There were four Level 3 emergencies in 2013 that required exceptional resources and response flexibility, and ongoing Level 2 emergencies in the DRC, Mali, Somalia and Yemen. Calls on WFP's response systems had never been so great, yet the challenges were met.

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[17] UNICEF. 2013. *Improving Child Nutrition. The achievable imperative for global progress*. New York. Available at: http://www.unicef.org/media/files/nutrition_report_2013.pdf

[18] WHO. 1995. *Physical status: the use and interpretation of anthropometry*. Report of a WHO Expert Committee. WHO Technical Report Series 854. Geneva. Available at: http://whqlibdoc.who.int/trs/WHO_TRS_854.pdf

[19] African Union Commission and the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency. 2013. *The Cost of Hunger in Africa (First Phase)*. Available at: http://static.squarespace.com/static/527789a2e4b0a23a823e44cd/t/5285ea9ee4b08b1cf596c783/1384508062371/COHA%20Brief%20English.pdf

21. But WFP's food assistance has positive effects for many more people. Most of the world's undernourished people now reside in middle-income countries, because rising national incomes have generated the political will and the resources to address food insecurity and malnutrition. As a result, demand from host governments is increasing for technical assistance to develop food-security and nutrition policies and national safety-net programmes, and to increase capacities in ministries to implement them.

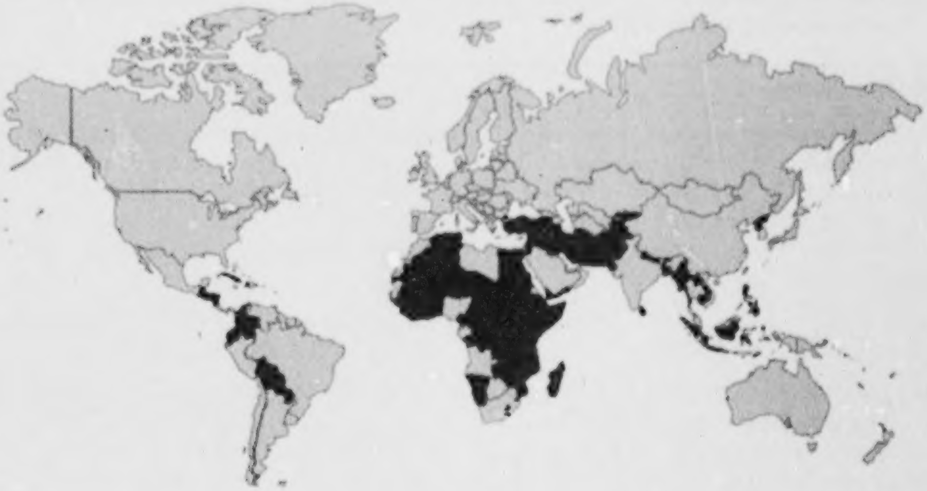
22. This support is difficult to quantify in terms of beneficiary figures: technical assistance for designing a national school feeding programme, for example, can ultimately benefit millions of children. Innovative technologies that improve the efficiency of public distribution systems, projects supporting local production of supplementary foods and knowledge transfers to improve food security analysis are examples of WFP's support that cannot be quantified in terms of beneficiaries of direct food assistance transfers. The impact of WFP's work clearly extends beyond the number of people receiving direct assistance, and will be reflected in the increased capacity of governments in low-income and middle-income countries to enable vulnerable people to access food.

23. Cash and voucher transfers and other mechanisms enabled WFP to address hunger in contexts ranging from towns in middle-income countries to refugee settings and underdeveloped rural areas. Activities supporting resilience and P4P enabled WFP to help communities to improve safety nets and develop sustainable food systems. In line with its shift to food assistance, WFP enhanced institutional capacities and developed market-based instruments for government-led initiatives addressing hunger.

24. WFP ensures that its programmes respond to the needs of girls, boys, women and men by using the gender marker, and it implements the recommendations of the Quadrennial Comprehensive Policy Review (QCPR) to promote coherence in the United Nations. The changes implemented under Fit for Purpose will enable WFP to perform at the highest level in the years to come.

25. Contributions to WFP in 2013 were the highest since 2008, reflecting donors' confidence and growing understanding of the importance of food assistance in a changing global environment. But because the funding was not evenly spread, shortfalls were experienced in several operations – particularly those that did not make headlines – and assistance for some of the most vulnerable populations fell below expectations.

Figure 4: *Countries with WFP beneficiaries in 2013*



WFP ensured access to food in complex emergency situations

26. The humanitarian emergency in the Syrian Arab Republic was WFP's largest operation in 2013: activities supporting 1.2 million people in January were scaled up to assist 4.5 million by the end of the year. Food assistance included a voucher-based nutrition programme for pregnant and lactating women and blanket supplementary feeding for children under 2. WFP also provided technical advice for 14 organizations about operations in chemically contaminated environments. Widespread fighting and numerous checkpoints limited access to people in need. Contractors transporting WFP food were frequently subjected to banditry, car-jackings and abduction. WFP staff members, particularly national staff, were exposed to high levels of insecurity.

27. In Yemen, humanitarian access was frequently restricted by conflict in the north, secessionist movements in the south and extremism throughout the country. Abductions of international staff were a serious concern, exemplified by the kidnapping of a United Nations Children's Fund (UNICEF) staff member in October. Despite the challenges, and by assessing and managing the risks, WFP scaled up its assistance during the year to reach 5 million people.

28. Militias were a significant threat to humanitarian actors in eastern DRC, but WFP nonetheless provided food assistance for 2 million people per month through food distributions and cash and voucher transfers. The deployment of the United Nations Force Intervention Brigade by the Stabilization Mission introduced additional challenges for WFP and other humanitarian organizations.

29. In Mali, the conflict in the north hindered relief and resilience work. With its partners, WFP reached internally displaced persons (IDPs) and refugees among 768,000 beneficiaries in 2013.

30. In the Sudan, WFP assisted 3.7 million people in 2013. Fighting in South Kordofan in November interrupted food distributions, and in Darfur security challenges in the form of car-jackings and conflict continued to limit access and put staff at risk.

31. In response to sectarian violence in the Central African Republic in December 2013, WFP scaled up its assistance to reach 237,000 people. The collapse of social, economic and law-enforcement institutions led to looting, theft and threats to women. In response, WFP scaled up its food assistance and provided additional security training for its staff.

The Zero Hunger Challenge

The Zero Hunger Challenge is a bold vision for the eradication of hunger. It was established by the United Nations Secretary-General in 2012 to coordinate food-security and nutrition programmes on five pillars: i) zero stunted children under 2; ii) universal access to adequate food all year round; iii) development of sustainable food systems; iv) doubling of productivity and incomes among smallholder farmers; and v) zero loss or waste of food. Businesses, civil-society leaders, United Nations organizations, NGOs and governments have made commitments to scale up and coordinate their actions on the basis of the five pillars.

WFP, FAO and IFAD worked together in 2013 to align their policies and plans with the Zero Hunger Challenge. WFP's holistic approach and leadership in food security is reflected in its commitments to all five pillars.

The Zero Hunger Challenge is reflected in the Strategic Plan (2014–2017). Under the auspices of the High-Level Task Force on Global Food Security, WFP will lead coordination in the United Nations system and at the country level. It will co-lead the task force working group on pillar 1 with FAO, UNICEF and the World Health Organization (WHO) to reduce stunting and will ensure direct linkages with the six targets of the 2012 World Health Assembly for improving maternal, infant and child nutrition and addressing micronutrient deficiencies. WFP will co-lead the working group with FAO on pillar 2.

32. When typhoon Haiyan struck the Philippines in November 2013, WFP launched a USD 88 million emergency operation in the worst-affected areas – Leyte, Samar, Northern Cebu and Panay Island. By the end of December 2013, WFP had reached 1 million beneficiaries including 40,000 children under 5 with food and cash transfers.

The complex emergencies involved an increased number of security incidents

33. In the Level 3 emergencies, WFP had to enhance its security systems to ensure the safety of personnel exposed to high levels of risk. No WFP staff member was killed in the line of duty, but 1,031 security incidents were reported that involved WFP staff, contractors or partners, of which 72 percent were work-related – an increase of 15 percent from 2012.

WFP focused on the first 1,000 days, micronutrient deficiencies and adolescent girls

34. Because the first 1,000 days of life are the "window of opportunity" to prevent irreversible damage to development, WFP provided complementary foods for children aged 6–23 months to prevent stunting. In Mozambique and Malawi, WFP and its partners gathered evidence on stunting prevention during 13 nutrition interventions for children aged 6–23 months. In partnership with UNICEF, WFP treated 3.1 million children for moderate acute malnutrition, 3.1 million for acute malnutrition and 287,000 for stunting; of these children, 56 percent were aged 6–23 months. WFP also provided nutrition products for 3.3 million pregnant and lactating women, and nutrition counselling and messages to increase the effectiveness of treatment. WFP reached out to the families of young children as part of its targeting of men and boys to promote gender equality.

35. The Scaling Up Nutrition (SUN) movement, of which WFP is a member, mobilized political commitment by 46 governments to good nutrition during the first 1,000 days. WFP participated in the

Renewed Efforts to Address Child Hunger and Undernutrition (REACH) initiative, which continued to increase national capacities for nutrition-sensitive programming.

36. In response to recent evidence that undernutrition during pregnancy accounts for up to 20 percent of stunting, WFP launched a partnership with the United Nations Population Fund (UNFPA) and UNICEF to improve nutrition among adolescent girls in order to break the intergenerational cycle of hunger.[20]

37. WFP continued to scale up the development and use of nutritious complementary foods, many of which were produced locally. With Royal DSM, WFP improved micronutrient fortification in its food-assistance transfers, and supported the Clinton Health Access Initiative in advising governments on local production of nutritious complementary foods.

WFP supported safety nets by providing adequate food all year round

38. WFP supports and implements safety nets to ensure that adequate food is available to vulnerable people all year round. In many countries, households headed by women were often more food-insecure than those headed by men: to address gender gaps in access to food and to ensure that the most vulnerable people were reached, WFP adapted its safety-net programmes to local contexts.

Assistance beyond direct food transfers: WFP's 3S model enhances India's Targeted Public Distribution System – the world's largest social safety net

India's Targeted Public Distribution System (TPDS) serves 65 million poor families in India with subsidized monthly supplies of wheat, rice, sugar and kerosene. The TPDS operation involves procurement, transport, storage and distribution through 500,000 Fair Price shops.

There is significant variation in the performance of TPDS: studies in the last decade show that between 30 percent and 58 percent of food grains do not reach the intended families, that vulnerable families are poorly targeted and that lack of transparency has led to "leakages" – food leaving the system illegally. Corrective measures have been applied but inefficiencies remain, with grave implications for the most vulnerable people.

Building on its 50 years of working with the Government to improve India's safety nets, WFP recently shifted from providing food aid to delivering advice and technical support to improve the TPDS under a memorandum of understanding signed with the Ministry of Consumer Affairs, Food and Public Distribution. WFP also led the development of the TPDS (Secure, Strengthen, Save (3S) model – a national technology-led best-practice framework for delivering subsidized food.

The TPDS 3S model uses biometric identification to help state governments to allocate food subsidies to the most vulnerable people and ensure that those who are not entitled are excluded. It also helps state governments to eliminate illegal transfers of subsidized food and to make deliveries to beneficiaries more convenient.

Cash and vouchers

39. Cash and vouchers were distributed to support access to a balanced food basket when the option was cost-effective, as determined by WFP assessments of operational contexts and beneficiary needs. In

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[20] Bhutta, Z., Das, J., Rizvi, A., Gaffey, M., Walker, N., Horton, S., Webb, P., Lartey, A. and Black, R. 2013. *Evidence-based interventions for improvement of maternal and child nutrition: What can be done and at what cost?* Available at: http://thousanddays.org/wp-content/uploads/2013/06/Nutrition2_p40_65.pdf

2013, cash and vouchers reached 7.9 million beneficiaries in 88 programmes in 52 countries; related expenditures amounted to 14 percent of WFP's total projects expenditures. The emergency operation for Syrian refugees, WFP's largest cash and voucher programme, had cash and voucher expenditures at USD 317 million.

40. WFP began to use cash and vouchers in 2008, since when expenditures have grown twenty-fold; between the end of 2012 and the end of 2013 the programme increased from USD 207 million to USD 539 million. The use of electronic transfers, which are harder to counterfeit than cash or paper vouchers, has risen three-fold since 2011.

41. WFP's cash and voucher transfers helped to protect lives and livelihoods through support for local economies. In Jordan, the value of voucher-based transfers was estimated at 0.3 percent of GDP in 2013, with an estimated USD 100 million generated for the national economy: if WFP had opted for in-kind food transfers, most of the benefits would have accrued outside the country.[21]

Assisting Syrian refugees in Lebanon with e-vouchers

Syrian refugees in Lebanon received paper vouchers and electronic vouchers; the latter are also known as e-vouchers or e-cards. Paper vouchers required beneficiaries to purchase their food all at once, but the e-vouchers could be used at any time at any of WFP's designated shops. The e-vouchers were automatically recharged every month through partner banks, and because beneficiaries did not need to come to distribution sites their safety was enhanced.

By the end of 2013, WFP had changed from paper to e-vouchers in Lebanon for 98 percent of the 542,000 targeted refugee beneficiaries. Experts from WFP's partner MasterCard helped with the roll-out. WFP will scale up the use of e-vouchers in Egypt, Iraq and Jordan in 2014.

School feeding

42. School feeding continued to be one of WFP's largest programmes, accounting for 25 percent of beneficiaries. WFP's Brazil Centre of Excellence provided technical assistance and supported countries in the transition to national ownership.

43. WFP's revised school feeding policy addresses five objectives: safety nets, nutrition, education, local agriculture and the transition to national ownership. Innovative modalities piloted in 70 percent of country offices included new food types, linkages with smallholder farmers and cash and vouchers. With the transfer of the El Salvador school feeding programme to the Government in 2013, the number of countries completing the transition rose to 38.

44. WFP's leadership in school feeding was reflected in the publication of *The State of School Feeding Worldwide 2013*, written in collaboration with the World Bank and the Partnership for Child Development.[22] The study noted that 38 countries had scaled-up school feeding in response to crisis since 2008, underscoring its importance as a social safety net.[23]

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[21] WFP. 2014. *Economic impact study: Direct and indirect impact of the WFP food voucher programme in Jordan*. Available at: http://www.wfp.org/content/jordan-economic-impact-study-wfp-food-voucher-programme-april-2014

[22] See: http://www.wfp.org/content/state-school-feeding-worldwide-2013

[23] WFP was not present in all these countries.

45. WFP, UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) launched the Nourishing Bodies Nourishing Minds initiative at the World Economic Forum in 2013 to improve vulnerable children's access to quality education. It was piloted in Haiti, Mozambique, the Niger and Pakistan.

WFP leveraged its expertise in resilience-building and climate change adaptation to support access to adequate food in sustainable food systems

46. WFP contributed to building resilience through complementary programmes such as asset creation, nutrition, safety nets, food assistance for assets (FFA) and by building the capacities of communities and governments in disaster risk management and response mechanisms. The FFA activities reached 15.1 million beneficiaries in 52 countries in 2013.

47. Helping governments and communities to manage climate risks and adapt to climate change is becoming increasingly important. In Ethiopia and Senegal, the R4 Rural Resilience Initiative helped food-insecure communities to build resilience against recurrent weather disasters through risk-management approaches involving insurance, natural resource management, microcredit and savings.

48. WFP continued to work with the Global Framework for Climate Services to reduce vulnerability to weather hazards in Malawi and the United Republic of Tanzania, in partnership with other United Nations organizations and research institutions.

49. The Climate Adaptation, Management and Innovation Initiative (C-ADAPT) helped to develop ways to analyse the effects of climate change on food security and livelihoods. In partnership with the NGO project Concern International, the WFP-supported Livelihoods, Early Assessment and Protection tool was used to provide pastoralists in Ethiopia with satellite information on vegetation and pasture conditions.

50. To enhance disaster risk management related to extreme weather, WFP and the African Union established the African Risk Capacity (ARC) in 2012, under which 43 African governments are developing continental standards for contingency planning. The ARC has capitalization of USD 150 million and is ready to offer drought insurance to its members from 2014. Six countries will take out insurance in 2014, and an additional ten are expected to request cover in 2015.

Through the P4P pilot WFP increased the productivity and income of smallholder farmers and supported the transition to sustainable food systems

51. The P4P pilot to increase the productivity and incomes of smallholder farmers, especially women, ended in December 2013: it had enabled WFP to experiment with new ways of leveraging its purchasing power to support agricultural and market development in low-income countries. During the pilot, WFP signed contracts for 400,000 mt of food valued at USD 150 million in 20 countries procured from smallholder farmers. Food sold by P4P-supported farmers to other markets exceeded 200,000 mt. The P4P partners trained 500,000 farmers.

52. The single largest P4P food purchase was 19,000 mt in Ethiopia, facilitated by collaboration among donors, banks, farmers' organizations, NGOs and the Government; this enabled WFP to sign additional contracts. In El Salvador, capacity development provided by WFP and its partners helped P4P farmers to develop logotypes and barcodes for sales to buyers such as supermarkets.

53. P4P also connected agriculture with nutrition, gender and advocacy. In Mali, P4P helped women farmers to improve yields and provided nutrition education with a view to enriching children's diets. In Afghanistan, P4P helped to establish a national millers' association to improve national quality standards for wheat.

Gender and the P4P Pilot

The P4P pilot showed how gender considerations can be embedded in WFP projects. An initial objective was to promote participation by women smallholder farmers in WFP's food-procurement operations. Many country office teams supported P4P by raising awareness about the importance and economic value of gender equality in households and farmers' organizations. Women members of P4P farmers' organizations increased to 300,000 in 2013.

WFP is committed to increasing this figure, which accounts for only 29 percent of the membership of farmers' organizations and 35 percent of leadership positions.

Progress on Gender

54. In 2013, a gender perspective was incorporated into the SRF and MRF, committing WFP to meet the 15 standards of the United Nations System-Wide Action Plan (UN SWAP) by the end of 2014. To achieve this, WFP introduced the Gender Mainstreaming and Accountability Framework with business owners for each standard; this model was cited by UN-Women as an example of good practice (see Part IV).

55. The proportion of new projects with gender marker code 2A or 2B has doubled since 2012,[24] and WFP is on track to achieve its target of 100 percent of new projects with a 2A or 2B code.

56. Mainstreaming was supported by the evaluation of the 2009 gender policy, whose findings were discussed at internal consultations and a learning workshop. Other evaluations also helped to ensure gender-sensitive approaches in WFP programmes: the 2014–2018 DRC Country Strategy document, for example, includes detailed gender analysis and gender-sensitive solutions based on the country portfolio evaluation.

Capacity development and South–South cooperation

57. Capacity development for governments and South–South cooperation continued in 2013. Support for government-led initiatives to reduce stunting and develop market-based instruments for addressing hunger was a priority for middle-income countries.

58. In 2013, half of WFP's projects included a capacity-development component to help governments to eliminate hunger;[25] expenditures amounted to USD 38 million – 1 percent of WFP's programme of work.[26] Food security analysis was a component in 80 percent of services for governments, school feeding in 75 percent, nutrition in 60 percent, emergency preparedness and disaster risk reduction in

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[24] Gender code 2A means that gender is mainstreamed and that the project is likely to contribute significantly to gender equality. Gender code 2B means that the principal purpose of the project is to advance gender equality.

[25] Survey of Capacity Development Activities at WFP, March 2014.

[26] This value is derived from expenditures on capacity development and augmentation, minus special operations. WFP is improving reporting on the percentage of programme funds allocated to national capacity enhancement in line with the QCPR.

50 percent, and productive safety nets in 40 percent. Capacity development and knowledge sharing were major elements of P4P and REACH.

59. Disaster response preparedness simulations were carried out in three countries; WFP also worked with 20 national disaster management authorities to develop country-level plans and helped governments to develop policy, strategy, technical and legal frameworks; FFA programmes in ten countries were designed to mitigate risks from natural disasters.

60. The WFP Centre of Excellence against Hunger in Brazil is a prominent example of South-South cooperation; expenditure since 2009 amounts to USD 7.1 million. In 2013, the centre supported five national policy consultations, deployed consultants in six countries and sent technical missions to another six. Nine countries[27] completed study tours, bringing the number of countries supported to 23. The results are impressive: 13 countries are designing and piloting new school feeding policies. The centre co-hosted the Global Child Nutrition Forum in Brazil in May 2013: 250 participants from 41 countries attended, including 24 ministers of state; 40 WFP staff also participated.

South–South cooperation in Latin America to support food and nutrition security

WFP has a long history of working with governments on technical assistance and development projects related to food and nutrition security, facilitating dialogue on food security and nutrition policies, cost-effective practices, learning and financing opportunities.

In Chile, the *Agencia de Cooperación Internacional* works with WFP to scale up nutrition in the first 1,000 days. The *Fondo Chile Contra el Hambre y la Pobreza* (the Chile Fund against Poverty and Hunger), a South–South mechanism financed by the Government, also supported nutrition initiatives in Guatemala and Honduras with technical assistance and training.

In Guatemala, WFP supported national nutrition programmes such as the *Plan Hambre Cero* with the *Agencia de Cooperación Internacional* and the *Fondo Chile Contra el Hambre y la Pobreza*, which also supported a pilot project that provided a complementary fortified food product for children and training for healthcare workers in the Intibucá region of Honduras, where chronic undernutrition is prevalent.

Making WFP Fit for Purpose

61. The 2012 APR reported on the start of the Fit for Purpose process. The main principles of the new organizational design are: i) beneficiaries are the focus of WFP's work; ii) country offices are WFP's centre of gravity, with decision-making authority located as close as possible to the point of implementation; iii) the regional bureaux manage, oversee and support country offices in a single line of accountability; and iv) unity of purpose and corporate identity are fostered through functional networks and a focus on cost-effectiveness (see Annex XII).

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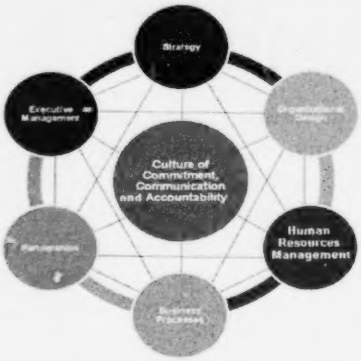
[27] Côte d'Ivoire, the Democratic People's Republic of Korea, El Salvador, Ethiopia, Honduras, Lesotho, Nigeria, the Philippines and Zambia.

Figure 5: ***WFP's organizational strengthening during 2013***


Strategy
Organizational Design
Human Resources Management
Business Processes
Partnerships
Executive Management
Culture of Commitment, Communication and Accountability

Strategy

62. The Strategic Plan (2014–2017) reflects WFP's shift to food assistance, which requires adjustments in its culture, systems, tools and skills. In 2013, workshops involving field staff identified various obstacles affecting the new Strategic Plan and recommended 40 actions to address them; these have been mainstreamed into WFP's priorities.

Organization Design

63. The new organizational design implemented in 2013 involved a shift of staff and budgets to the field, with concomitant changes at Headquarters. A reassignment exercise involving 100 senior staff posts and 450 professional posts, supported by an agreed separation programme, resulted in the departure of 12 directors, 28 professionals and 11 general service staff.

64. The regional bureaux are now the first line of support for WFP's country operations. A gap analysis in 2013 helped to define and coordinate the roles of the regional bureaux and to put in place the required expertise, functions and budgetary allocations.

65. A review of WFP's country office presence and operating model was carried out in the last quarter of 2013 on the basis of indicators that prioritize the needs of beneficiaries; it identified 17 countries for further analysis in the first half of 2014 to provide inputs for future Management Plans. WFP has in the past completed several country presence reviews, but this workstream led to a management tool that provides guidance and a decision-making structure for future application.

66. WFP has developed and piloted robust tools for determining the resource levels needed to implement operations; these are being refined for roll-out to all country offices. It has also developed new criteria, terms of reference and nomenclature for its liaison and communications offices.

Human Resource Management

67. In 2013, the promotion and reassignment processes were revised to include more rigorous review of candidates based on written submissions, increased involvement of senior management and feedback for unsuccessful applicants. Of 535 eligible professional staff 87 were promoted, of whom 72 percent were field-based staff. The Performance and Competency Enhancement (PACE) process was increasingly used to evaluate individual performance and enhance accountability.

68. WFP has enhanced the working conditions of national staff – 85 percent of the workforce – rationalized recruitment processes and introduced the "one-time review" to enable long-serving national staff to become eligible for fixed-term or permanent appointments. The locally recruited staff transfer project will move staff from United Nations Development Programme (UNDP) regulations to those of WFP and the Food and Agriculture Organization of the United Nations (FAO). A field pilot tested the replacement of service contracts with fixed-term appointments or special-service agreements. A new human resources policy will be considered by the Board at its 2014 Annual Session.

Business Processes

69. The Business Process Review (BPR) identified 38 short-term and long-term improvements for implementation in: i) supply chain management; ii) programme cycle management; iii) resource management, allocation and utilization; and iv) monitoring, reporting and evaluation. Four more processes will be assessed in 2014, and improvements will be implemented as they are agreed.

Partnerships

70. WFP aims to be the partner of choice in food assistance, building on its extensive experience with international and private-sector organizations. WFP participated in the implementation of QCPR recommendations to increase the coherence of United Nations country-level activities, and the Corporate Partnership Strategy will be considered by the Board at its 2014 Annual Session. WFP partners with the Inter-Agency Standing Committee (IASC) on implementation of the Transformative Agenda, and with the Open Working Group on Sustainable Development Goals.

71. The 2013 annual partnership consultation, the largest to date, brought together 60 NGOs and civil-society organizations. Partners from NGOs and the Red Cross and Red Crescent Movement distributed 2.4 million mt of food in 2013 – 77 percent of WFP's assistance.

72. The Rome-based agencies (RBAs) continued to support the Committee on World Food Security in the Zero Hunger Challenge; and on behalf of the RBAs and UN-Women, WFP held an appeal consultation with all Board members with a view to mobilizing resources for the empowerment of rural women. WFP, FAO and the International Fund for Agricultural Development (IFAD) participated in the P4P technical review panel, and FAO supported P4P farmers' organizations in several countries. Leveraging their experience with P4P, FAO and WFP continued the Purchase from Africans for Africa pilot initiated by the Government of Brazil as a South–South cooperation.

Executive Management

73. A review of WFP's executive management in 2013 identified ways of enhancing performance management and managers' accountability, and of nurturing the next generation of WFP leaders; this was supported with special training for women staff.

Culture of Commitment, Communication and Accountability

74. An assessment of WFP by the Multilateral Organisation Performance Assessment Network (MOPAN) in 2013 (see box below) reaffirmed the relevance of Fit for Purpose and identified other areas where improvements could be made.

75. Reflecting its commitment to accountability and transparency, WFP adopted International Aid Transparency Initiative (IATI) reporting standards and in 2013 published IATI-compliant data related to all its activities. WFP is a leader in the United Nations in this regard.

76. New channels of communication to foster staff engagement included the Executive Director's "Just Ask" page in WFP*go*, quarterly meetings for all staff led by the Executive Director and regular video-linked meetings on various topics led by senior managers. Follow up of the 2012 global staff survey continued.

77. Performance compacts were introduced in 2013 for the Deputy Executive Director, Assistant Executive Directors and the Chief of Staff. Performance planning and review processes shifted from a compliance basis to a performance-information basis; WFP also revised the MRF, which sets out results and targets for all offices in support of the Strategic Plan (2014–2017). The performance and risk organizational management information system (PROMIS) was implemented in one more region and was reconfigured to reflect the revised MRF and performance planning and review processes.

The MOPAN assessment of WFP

WFP's strengths

- ➢ WFP is appreciated because it is a results-oriented organization that responds rapidly to emergencies and humanitarian needs, drawing on its extensive reach, logistics capabilities and field presence.
- ➢ WFP is committed to results-based management and to achieving humanitarian and development results; it is appreciated for its contingency planning, needs assessments and consultations with partners.
- ➢ WFP delegates decision-making to its country offices and regional bureaux.
- ➢ WFP has sound financial accounting systems, internal and external audit functions, and procedures for managing procurement, contracts and risks.
- ➢ WFP manages knowledge well; the Office of Evaluation is independent and capable, and documents are published.
- ➢ WFP is a respected inter-agency partner in appeals and participates in the Consolidated Appeals Process; it makes a strong contribution to the cluster system.
- ➢ WFP harmonizes its procedures with its partners.

Areas for improvement

- ➢ WFP should review its mandate: some stakeholders are concerned that the shift to food assistance may lead WFP into development programming and hence duplicate the work of other United Nations agencies.
- ➢ WFP accounts for resource allocations and expenditures by Strategic Objective, but not its outputs and outcomes: the development of results-based budgeting should continue.

For the full text, see: http://static.mopanonline.org/brand/upload/documents/Main_Findings-_WFP_2013_Assessment_1.pdf

WFP made institutional changes to enhance its capacity to respond to multiple large emergencies

78. The Preparedness and Response Enhancement Programme (PREP) entered its final year of implementation. Its objectives were to enhance: i) WFP's capacities to support emergency responses for up to 6 million beneficiaries; ii) the accountability and coherence of WFP's response management; and iii) partnerships with national authorities and international organizations to optimize humanitarian responses. PREP also facilitated the integration of the IASC Transformative Agenda into WFP's systems, and guidance developed for Country Directors and managers governed their inter-agency leadership roles.[28]

79. The Analysis and Early Warning Unit (AEW) was established in 2013 to help with the management of contextual risk through the dissemination of data on meteorology and conflict and economic analysis. WFP also provided partners with satellite data through the cluster system. In 2013, the mapping platform was rolled out in the Level 3 responses in the Syrian Arab Republic and the Philippines to enable real-time data entry for use by humanitarian partners; the WFP analysis in the Philippines led to a rapid needs assessment and an emergency operation within a few days.

80. Information management was established as one of WFP's 12 functional areas to provide a common basis for decision-making during emergencies. The Corporate Response emergency operation (EMOP) Facility (CREF), which applies revised procedures and delegations of authority in corporate emergency situations, was developed to enhance responses to large-scale sudden-onset emergencies.

81. To ensure that capacity needs were met in emergencies, the emergency response roster was established to provide a pool of experienced WFP staff for deployment at short notice.

Accountability to populations affected by crises

To improve its accountability to populations affected by crises, WFP participated in the Communicating with Disaster-Affected Communities network and as Chair of the IASC task team coordinated joint missions to emergency operations to build capacity and share good practices.

In the Philippines, a joint plan outlined activities and responsibilities for prevention of sexual exploitation and abuse and for communication with communities; consultations with women, men, children, adolescents and the elderly led to rapid adjustments in the responses of several agencies. WFP also developed approaches for serving populations affected by crisis in the Central African Republic and Mali.

The regional bureau in Eastern and Central Africa and country offices in Afghanistan, Bangladesh, Burkina Faso, Djibouti, Ecuador, Ethiopia, Jordan, Kenya, Malawi, Pakistan, the Philippines, the Syrian Arab Republic and Somalia were supported with feedback and advice throughout the year.

Resource mobilization was enhanced

82. WFP received a record level of funding in 2013 in response to the Level 3 emergencies. Resource mobilization was enhanced under Fit for Purpose and between 2012 and 2013 the volume of multi-year funds increased by 12 percent, and the number of strategic partnership agreements increased from four to five.

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[28] WFP Leadership in IASC Clusters (OED 2013/016); The Role of Country Directors in the Humanitarian Country Team (OED 2013/015).

83. WFP increasingly leveraged its partnerships to mobilize resources: examples include partnering with the Office of the United Nations High Commissioner for Refugees (UNHCR) to engage with donors with regard to refugee and internally displaced persons (IDP) operations, joint donor briefings at the field level with other United Nations agencies and working with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to advocate for greater donor response to the crisis in the Syrian Arab Republic.

84. Partnerships with the private sector were also developed: the number of donors was unchanged, but funding increased from USD 64.4 million in 2012 to USD 88.4 million in 2013, well above the target of USD 65 million. WFP confirmed 30,000 new individual donors in 2013, a 17 percent increase from 2012.

85. There was, however, a contrast between the response to the Level 3 crises and the "forgotten emergencies". In the Democratic People's Republic of Korea (DPRK) and the DRC, for example, assistance for the targeted populations fell by 70 percent. Multilateral donations enabled WFP to extend a lifeline to the most vulnerable people in these operations.

The Quadrennial Comprehensive Policy Review

86. The QCPR for 2013–2016 addresses the funding of United Nations development activities and the functioning and effectiveness of the development system; the priorities include transition, gender, capacity development and results-based management. The Strategic Plan (2014–2017) is aligned with the QCPR,[29] and WFP is implementing it in coordination with other United Nations organizations through the United Nations Development Group (UNDG) and the High-Level Committee on Management (HLCM).

87. The Economic and Social Council of the United Nations (ECOSOC) required United Nations funds and programmes to report annually on the implementation of the QCPR in their strategic plans from 2014;[30] a similar decision was made by the FAO Council, and the Board's annual report to ECOSOC and the FAO Council has therefore been merged into this APR. In 2013, ECOSOC also requested analysis of QCPR implementation on the basis of common indicators: these have been agreed with UNDP, UNFPA, UNICEF and UN-Women and are part of WFP's 2014–2017 MRF.

88. WFP continued to work with UNDG on collective planning in country programmes in the Plurinational State of Bolivia, Cameroon, Egypt, Guinea, Lesotho, Liberia, Nepal and Nicaragua in alignment with United Nations Development Assistance Frameworks (UNDAFs), and in Sierra Leone the United Nations Transitional Joint Vision (2013–2014), which temporarily replaced the UNDAF. WFP cooperated with UNICEF, UNDP and UNFPA on simplification of the approval process, which was accepted by the Board at its 2014 First Regular Session.[31]

89. All of WFP's active projects used common tools and principles for results-based management, as defined in UNDG guidance. All project documents and reports included logical frameworks linking expected outputs and outcomes and indicators for monitoring as required by the QCPR. The introduction of business rules for the SRF will ensure that specific targets are included in all frameworks from 2014 onwards.

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[29] WFP/EB.A/2013/5-A/1.

[30] ECOSOC Resolution E/2013/L.17.

[31] WFP/EB.1/2014/11-B.

90. As requested by the QCPR, in 2013 the UNDG agreed a formula to share the costs of the Resident Coordinator system. WFP's share – USD 1.26 million – was included in the Management Plan approved by the Board at its 2013 Second Regular Session.[29]

91. The QCPR provisions for simplifying and harmonizing business practices are being implemented through the UNDG and the HLCM in human resources, finance, procurement, information management, communication and communications technology; WFP is, for example, improving connectivity and information security at its country offices, and United Nations agencies explored common approaches to cloud computing and cyber security. The Delivering as One countries have introduced joint procurement and long-term agreements leading to economies of scale for certain products. In October 2013, the HLCM opened a pilot common services centre in Brazil.

92. In 2013, WFP helped to develop standard operating procedures for programming, leadership, business operations, funding and communications for countries adopting Delivering as One. Guidance will be published in 2014 to help country offices to operationalize them.

93. The Board will be updated on QCPR decisions requiring its engagement at its 2015 First Regular Session.

Conclusions

94. WFP made major contributions to reducing hunger and vulnerability in 2013, notably in the Level 3 emergencies. Its response was significantly enhanced by PREP and partnerships with United Nations organizations and NGOs. WFP tackled the drivers of hunger through the Zero Hunger Challenge and innovative approaches such as local procurement and cash and voucher transfer mechanisms, whose effectiveness was augmented by greater gender sensitivity. The implementation of Fit for Purpose in 2013 will optimize WFP's performance in the years ahead enabling it to deliver the Strategic Plan (2014–2017) and to confirm its position as the world's food-assistance organization.

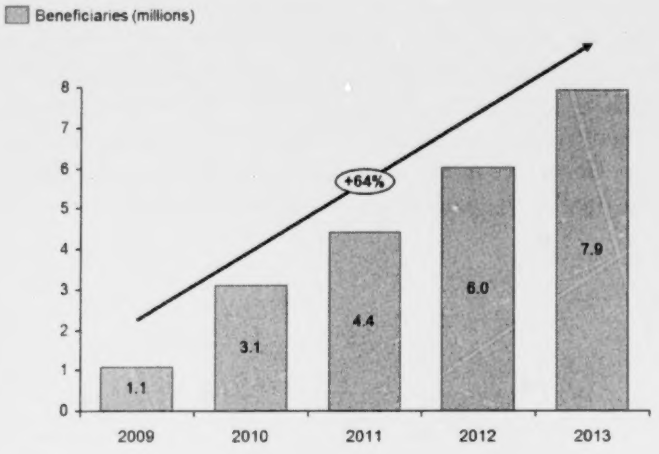
PART II – PERFORMANCE RESULTS BY STRATEGIC OBJECTIVE

95. Part II presents findings from the assessment of WFP's performance against its Strategic Objectives as outlined in the 2008–2013 Strategic Results Framework (SRF).[32] The assessment was based on the Standard Projects Reports (SPRs) for WFP projects operational in 2013: these include data such as the number of beneficiaries served and results for SRF indicators included in logical frameworks. Global and regional analyses of outcome-level results and examples of successes support the quantitative account of WFP's achievements in 2013.

Overview of WFP Projects in 2013

96. WFP managed 198 active projects[33] in 75 countries in 2013 to assist 80.9 million beneficiaries with targeted transfers of cash, vouchers or food; of these beneficiaries 7.9 million received cash or voucher transfers, reflecting an average annual increase of 64 percent in the use of these modalities (see Figure 6).[34]

Figure 6: ***Cash and Voucher Beneficiaries (2009–2013)***



97. WFP's programmes in 2013 distributed 3.1 million mt of food and USD 506 million in cash and voucher transfers. The value of cash and vouchers increased to 20 percent of the value of food transfers in 2013.[35]

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[32] See Annex II-A.

[33] Projects with food distribution or an activity such as a special operation during the reporting period.

[34] The percentage in Figure 6 is the compound annual growth rate.

[35] The value of food transfers includes food, external transport and landside transport, storage and handling costs.

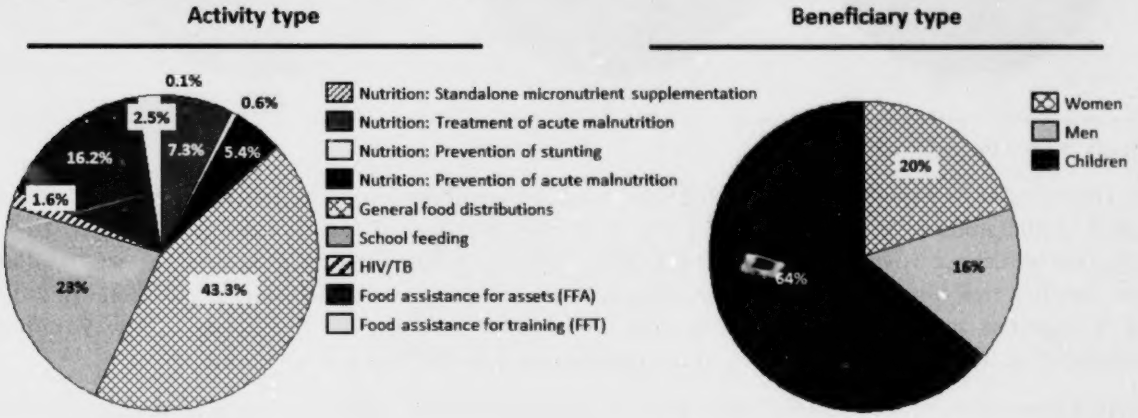
98. The range of WFP's activities in emergency, relief and development contexts is reflected in the operations in progress in 2013: 61 protracted relief and recovery operations (PRROs), 37 country programmes (CPs), 33 emergency operations (EMOPs),[36] 33 special operations (SOs), 26 development projects (DEVs) and 8 preparedness activities.[37] This distribution is similar to 2012.

99. Partnerships were critical to the implementation of all activities. In 2013, WFP worked with United Nations organizations, local and international NGOs and community-based organizations. The main United Nations partner in programme implementation was UNICEF, which was involved in 70 percent of WFP's projects, and the number of partnerships with FAO, the IFAD, the World Health Organization (WHO), UNDP and UNHCR increased from 2012.[38]

100. WFP also collaborated with 1,300 NGO partners, 85 percent of which were national or community-based, and 40 partners from the Red Cross and Red Crescent Movement.[39] Many partners implemented activities that complemented WFP programmes: an example is UNICEF's WASH programme promoting access to safe water and sanitation. WFP also liaised with partners, particularly the RBAs, in policy discussions on food security.

101. Half of WFP's beneficiaries were assisted through general food distributions in emergency contexts (see Figure 7). FFA and school feeding contributing to safety nets and resilience accounted for 40 percent of beneficiaries, and an additional 13 percent benefited from activities to reduce malnutrition and micronutrient deficiencies. Children were the primary focus of WFP's support, accounting for 64 percent of beneficiaries. Women and children together accounted for 84 percent.

Figure 7: ***Beneficiaries by Activity and Type***


Activity type

Beneficiary type

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[36] Includes immediate-response EMOPs.

[37] These are activated in crises and financed through project budgets. If there is no alternative funding source, the Immediate Response Account is used. Special preparedness activities may not involve food aid and do not exceed USD 300,000; they must be completed within three months of approval. Immediate Response Account funding cannot be requested more than once for the same activity.

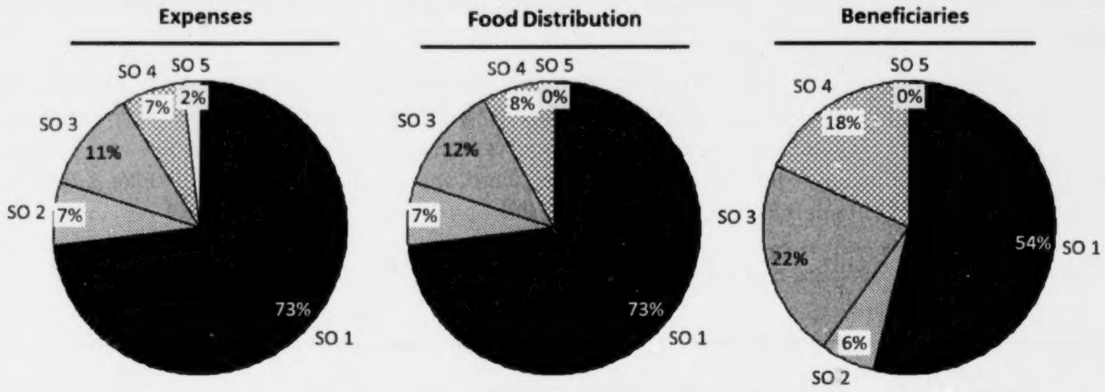
[38] See Annex X-A.

[39] See Annex X-B.

102. WFP's programme expenditure was USD 4.3 billion in 2013. Strategic Objective 1 accounted for the largest share of expenses, and of beneficiaries. Assistance under Strategic Objective 1 accounted for 73 percent of direct expenses and had the highest ratio of expenses to beneficiaries: this reflects WFP's intention to meet the food needs of all beneficiaries in emergencies (see Figure 8). In contrast, 7 percent of expenses under Strategic Objective 4 contributed to addressing chronic hunger affecting 18 percent of beneficiaries.

103. Expenditures under Strategic Objective 5 grew from 1 percent to 2 percent of expenditures between 2012 and 2013, reflecting WFP's shift from food aid to food assistance using a range of capacity-development activities. Strategic Objective 5 has no direct food transfer beneficiaries, but the activities provided benefits for many households, communities and governments.

Figure 8: ***Outputs by Strategic Objective***



Beneficiary Trends in 2013

104. The number of beneficiaries receiving food, cash or vouchers fell by 17 percent from 97.2 million in 2012 to 80.9 million in 2013, exceeding the 71 million anticipated in the Management Plan (2013–2015). The reduction was mainly driven by falls in beneficiary numbers in large operations: 2 million fewer beneficiaries were recorded in Afghanistan, Kenya, the Niger and Pakistan in 2013 than in 2012. And it occurred in spite of the considerable scale-up in response to the needs of the 7 million beneficiaries in the Level 3 emergencies in the Philippines and the Syrian Arab Republic.

105. This downward trend resulted from positive circumstances in some countries, and challenges in others. In Afghanistan, WFP reduced the number of activities and focused on a smaller number of beneficiaries who were severely food-insecure because humanitarian access was limited; where populations were displaced, particularly because of conflict, there were fewer emergency general food distributions, but the proportion of people with acceptable food consumption increased from 15 percent to 42 percent in 2013. In Kenya, beneficiary numbers fell as a result of improved food security following rains in the arid north, continuing hand-over of WFP school feeding beneficiaries to the government programme and a decline in the number of refugees. The main factor in Ethiopia was the graduation of 890,000 beneficiaries from the productive safety net programme in five of the eight project regions, which led to improvements in community asset scores.

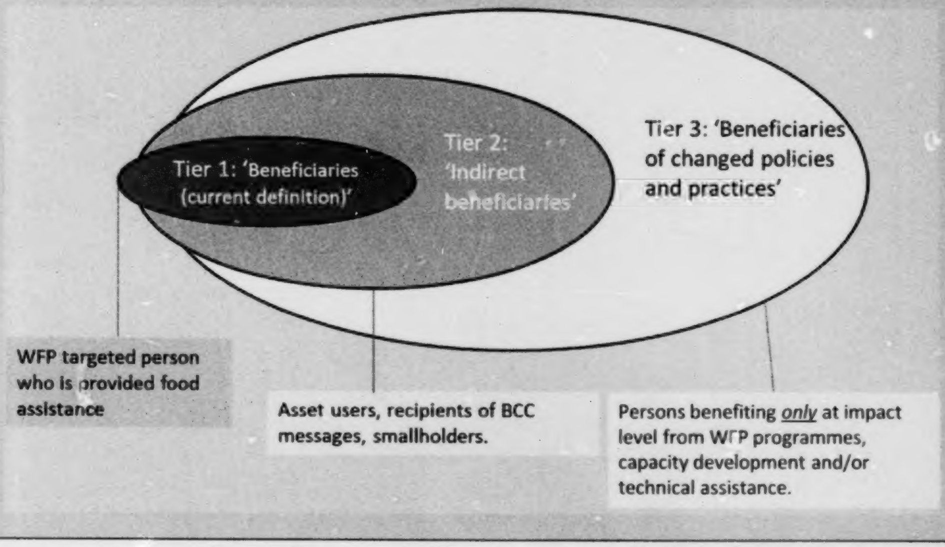
106. In Pakistan, WFP began to phase out general food distributions for IDPs who returned or resettled after the 2012 floods and to plan for the integration of school feeding into the Government's programme in areas affected by conflict. It also implemented a programme in collaboration with OCHA and other organizations to enhance disaster preparedness and response capacities among district-level government officials. In the Niger, WFP supported long-term resilience-building following the 2012 food and nutrition crisis by developing human capital and increasing agricultural production in line with the *Nigeriens nourrissent les Nigeriens* initiative, and collaborated with the Government and communities in the establishment of asset-management committees, improvements to early-warning systems and safety nets, and the promotion of women's leadership.

107. The number of beneficiaries also declined significantly in other countries – Somalia is an example – where WFP transitioned from emergency response to resilience-building to enhance community assets and capacities. The significant scaling up of livelihood activities resulted in demonstrable improvements in outcomes: 100 percent of assisted communities increased their asset scores, for example, exceeding the 80 percent target.

WFP's reach extends beyond direct recipients of food assistance

WFP provided food, cash and vouchers for 80.9 million people in 2013 – but its food assistance has positive effects for many more people than this. The value of WFP's assistance and the increasing sophistication of its approaches need to be understood.

Recognizing that it has to account accurately for the value of its assistance, WFP has begun work to refine the definition of the kinds of people who benefit from its support, as shown in the diagram below. Systems have yet to be put in place to capture more accurately the numbers of people benefiting from activities such as asset creation, capacity development and behavioural change communication (BCC), so analysis in this Annual Performance Report covers only direct recipients of WFP food, cash and voucher transfers, as shown in Tier 1 in the diagram. Estimates of indirect beneficiary numbers can be made for asset creation, for example, but further study is required to establish country-specific estimates. Initial reviews suggest that the figures may be up to 40 percent higher. This report provides some examples of WFP's reach beyond the people targeted for food assistance, but the figures should be treated with caution.


Tier 1: 'Beneficiaries (current definition)'
Tier 2: 'Indirect beneficiaries'
Tier 3: 'Beneficiaries of changed policies and practices'
WFP targeted person who is provided food assistance
Asset users, recipients of BCC messages, smallholders.
Persons benefiting *only* at impact level from WFP programmes, capacity development and/or technical assistance.

Progress towards gender equity

108. WFP's reporting on gender equality has steadily improved over time. Only 40 projects reported on gender indicators in 2012, but in 2013 the figure was 69 – a 73 percent increase. Further progress is expected under the new SRF, which contains three cross-cutting gender indicators. The other indicators reported in the SPRs will be incorporated into the criteria for a gender marker code of 2A or 2B.[24]

109. More women than men received WFP food assistance, but fewer women than men were involved in food management and distribution. Table 1 reflects progress since 2012, but more attention is needed in this area. It is encouraging, however, that the ratio of women to men in food-management committees moved towards parity and that most projects included sound reasons for gender-sensitive programming.

110. There was a decrease in 2013 in the percentage of projects that incorporated activities to raise awareness of ways in which gender equality can increase WFP's effectiveness and initiatives to reduce the risk of sexual and gender-based violence. Good practices included the following:

- In the Sudan, where more than twice as many women than men were targeted for food or voucher transfers, 87 percent of households reported that women made decisions about food purchases.
- In all distribution points in Pakistan, separate entrances, waiting areas and counters were established for women with a view to increasing the number of women staff.
- In Haiti, WFP provided food assistance for nine safe houses that gave victims of gender-based violence a safe space to break the cycle of violence and regain control over their lives.

111. A 10 percent decrease in the ratio of women to men among food monitors caused concern because it could compromise the accuracy of information on sensitive issues such as gender-based violence. A possible explanation is that more projects reported on the food monitor indicator in 2013, providing greater accuracy; another is the overall low ratio of women to men among WFP staff in some contexts. WFP is designing strategies to improve the gender balance among its staff.

Table 1: **Progress Towards Gender Equality**[40]

Indicator	*2013*	*2012*
Ratio of women to men for:		
Leadership positions of food assistance/ distribution management committees	0.86	0.75
Food management committee members trained on food distribution	0.85	0.77
Holding household food entitlements	0.94	1.51
Food monitors	0.40	0.54
Percentage of projects with:		
Initiatives to reduce sexual or gender-based violence	59	70
Activities to raise awareness of gender equality	77	87
Training on food distribution which included reasons for gender-sensitive provision of food	98	90

Overall Performance

112. WFP's progress in 2013 is reflected in Table 2. Notable progress was made in Strategic Objectives 1, 2, 3 and 5, which cover emergencies, nutrition and resilience-building activities, safety nets, local purchases and national capacity development. Progress was also noted in Strategic Objective 4 in terms of reducing chronic hunger and undernutrition through programming that included, nutrition activities and safety nets.

Table 2: **Overall Performance by Strategic Objective**

Strategic Objectives	*Performance*
1 – Save lives and protect livelihoods in emergencies	Strong progress
2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures	Strong progress
3 – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	Strong progress
4 – Reduce chronic hunger and undernutrition	Some progress
5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchases	Strong progress

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[40] Based on 40 SPRs in 2012 and 69 SPRs in 2013.

113. At the outcome level, achievements in 2013 included:

- reduction or stabilization of undernutrition for 7.2 million children under 5;
- acceptable food consumption scores reached by 18.7 million people;
- increased household or community resilience in 24 countries as a result of asset restoration or asset creation; and
- increased national capacities for food security, disaster preparedness, school feeding and nutrition in 15 countries.

114. Resource allocation was correlated with performance by Strategic Objective. Comparison of expenses and beneficiary numbers by Strategic Objective, as shown in Figure 8, indicates that average expenditure per beneficiary was highest for Strategic Objective 1, which showed the strongest performance, and lowest for Strategic Objective 4, which showed the weakest performance.

115. Caution is needed, however, in taking this correlation to mean that greater expenditures led to better results. The factors underlying strong performance vary by Strategic Objective: they include financing, context, project design and partnerships that might not be within WFP's control. It is essential to identify the success factors and challenges underlying the results in order to improve performance in the future.

Results by Strategic Objective

116. Progress at the Strategic Objective level was determined by the outcomes measured by the corporate indicators in the 2008–2013 SRF.[41] Trends were assessed for each outcome-level indicator.[42] In some cases analysis was based on a limited number of projects, which may reflect difficulties in obtaining data or meeting the necessary conditions.[43] For nutrition indicators, performance in relation to international Sphere standards was also assessed.[44]

Strategic Objective 1: **Save lives and protect livelihoods in emergencies** — Strong Progress

117. Strong progress was achieved under Strategic Objective 1 in saving lives and protecting livelihoods in emergency contexts. This result is reinforced by WFP's responses to a record number of Level 3 emergencies, which involved assisting more beneficiaries than planned. WFP's good performance was facilitated by strong donor support, coordination with other United Nations organizations and effective partnerships with NGOs. The results overall were positive, but in some cases performance was hampered by logistics constraints and limited access because of conflict.

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[41] See Annex II-C.

[42] Assessed in 116 EMOPs, PRROs, CPs and DEVs, 58 percent of WFP projects in 2013 with duration of more than 6 months, which provided a baseline and a 2013 follow-up value.

[43] Outcomes for which progress was assessed in fewer than five projects are noted in the progress summary.

[44] The Sphere project sets minimum standards by which the humanitarian community responds to the needs of people affected by disaster or conflict. See: http://www.sphereproject.org

118. Strategic Objective 1 is associated with four outcomes, three of which showed strong progress in 2013 with some progress in the other. Results for each outcome are shown in Table 3 and discussed below.

Table 3: **Outcome 1.1** Reduced or stabilized acute malnutrition in target groups of children and/or populations **Strong progress**

Outcome Indicator	*Performance*
Prevalence of acute malnutrition among children under 5 (weight-for-height)	■
Prevalence of low mid-upper arm circumference (MUAC)	■
Supplementary feeding recovery rate	■
Supplementary feeding death rate	■
Supplementary feeding default rate	■
Supplementary feeding non-response rate	■

119. Results from outcome-level indicators suggest strong progress in reducing or stabilizing acute malnutrition in targeted populations. Of projects that measured acute malnutrition by weight-for-height or MUAC, 86 percent noted stabilization or a trend towards improvement. With regard to supplementary feeding, death rates decreased in all projects and recovery rates stabilized or increased in 94 percent of projects. Better recovery rates were accompanied by reductions in malnutrition in most projects where trends for both indicators were reported. The assessment of supplementary feeding was reinforced by an assessment against Sphere standards.

Performance analysis against Sphere standards

The comparison of 2013 values for outcome indicators related to treatment of acute malnutrition with Sphere standards showed that 80 percent of projects met agreed standards during the year, with strong progress overall.

Indicator	Target (%)	% projects met target
Supplementary feeding recovery rate	>75	91
Supplementary feeding death rate	<3	100
Supplementary feeding default rate	<15	86
Supplementary feeding non-response rate	<5	89

120. A large number of projects were in sub-Saharan Africa, reflecting WFP's focus on countries where the levels of stunting among children were highest.[19] The introduction and consistent supply of special nutrition products such as SuperCereal was a positive factor in several projects in Asia. Integrated complementary interventions such as hygiene promotion and counselling for mothers were noted as success factors in Ethiopia, Somalia and the United Republic of Tanzania. Collaboration over several years with governments and other partners to increase capacities in health centres and improve linkages with healthcare systems contributed to the positive trends. But such factors were not present in all cases: in the DRC, for example, there were difficulties in finding reliable implementing partners in areas with limited accessibility, progress was consequently limited.

Table 4: **Outcome 1.2** Improved food consumption over assistance period for target households	Some progress
Outcome Indicator	*Performance*
Household food consumption score	▨

121. Progress was made in terms of increasing the level of acceptable household food consumption in emergency contexts. In projects experiencing positive trends, the share of the population with acceptable food consumption increased substantially. But these successes were offset by decreases in acceptable food consumption in 25 percent of projects.

122. Strong progress in the Latin America and Caribbean region was attributed to WFP's timely provision of adequate rations and complementary activities such as educational training and counselling. Challenges encountered in other regions included pipeline breaks and limited funding for complementary activities. Harvest yields, rainfall levels and changes in conflict situations, which were outside WFP's control, also affected food consumption. A significant deterioration in food consumption in the Syrian Arab Republic, for example, stemmed from increased insecurity and decreased food access. In DRC, limited performance in this indicator was attributed to an influx of refugees with limited coping strategies, with consequent stretching of limited resources.

Table 5: **Outcome 1.3** Stabilized enrolment of girls and boys at high risk of drop-out from targeted primary schools	***Fewer than 5 projects***	Strong progress
Outcome Indicator		*Performance*
Retention rate		■

123. Strong progress was made in maintaining or increasing retention rates, though only a few projects reported against this indicator. This result suggests that school meals were effective in keeping children in school in emergency contexts. In Colombia, retention was maintained in areas with the highest levels of violence, displacement and food insecurity. Although the retention rate declined in northern Mali as a result of conflict, school feeding promoted the reopening of primary schools and the restoration of normal lives for vulnerable children.

Table 6: **Outcome 1.4** Maintained access to services for ART,[*] TB[**] treatment and/or PMTCT[***]	***Fewer than 5 projects***	Strong progress
Outcome Indicator		*Performance*
ART default rate		■

[*] Anti-retroviral therapy.

[**] Tuberculosis.

[***] Prevention of mother-to-child transmission.

124. Access to HIV treatment was measured as the rate of default – the rate at which beneficiaries miss the next scheduled medical visit. The sample was limited, but reductions in missed appointments were noted in all projects and the default rate reached zero at the final assessment point in all anti-retroviral therapy (ART) projects. Performance was strong when measured against Sphere standards. In DRC, high nutritional recovery rates confirmed that food provided at health facilities enabled regular visits for treatment even in complex scenarios, thereby ensuring that defaults were reduced and the effectiveness of treatment was improved.

Performance analysis against Sphere standards

The comparison of 2013 values for outcome indicators related to ART, TB and PMTCT with Sphere standards showed that all projects met the international 15 percent standard during the year, with strong progress overall.

Table 7: **Outputs under Strategic Objective 1**

Output	*Performance*
Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	■

125. Strong performance at the output level contributed to the achievements under Strategic Objective 1. WFP distributed larger amounts of food, cash and vouchers through 16,000 schools and health centres to meet the needs of more beneficiaries than had been anticipated. Fuel-efficient stoves were distributed to 70,000 households, reducing air pollution and limiting deforestation in fragile environments.[45]

Strategic Objective 2: **Prevent acute hunger and invest in disaster preparedness and mitigation measures**

Strong Progress

126. Projects reporting performance under Strategic Objective 2 made strong progress through investments in disaster preparedness and response at the community level. The SRF defines three outcomes that are associated with Strategic Objective 2: food consumption and reducing hazard risks showed strong progress, and some progress was noted for early-warning systems.

127. Results under Strategic Objective 2 suggest that community resilience to natural disasters and climate change was enhanced by WFP's activities such as FFA and safety net initiatives. By supporting communities in the construction or repair of embankments, flood and cyclone shelters, irrigation and drainage canals, roads, wells and latrines, WFP enabled beneficiaries to devote time to build assets instead of applying day-to-day survival strategies.

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[45] See Annex II-D.

Table 8: **Outcome 2.1** Early-warning systems, contingency plans, food security monitoring systems put in place/enhanced with WFP capacity-development support	Some progress
Outcome Indicator	*Performance*
Disaster preparedness index	▨

128. The index reflects government capacity to manage information related to disaster preparedness and food security. Half of the projects that reported on this indicator noted improving trends; the remainder noted no change.

129. Building consensus was highlighted as a success factor in developing capacities for disaster preparedness. In Haiti, WFP brought together government entities to reach a common understanding of food security and integrated contingency plans. In the Philippines, WFP-supported modifications to early-warning systems and the development of contingency plans helped to improve the disaster preparedness index. Several projects that included the index in their logical frameworks were unable to report because they could not obtain sufficient data from governments; in Ethiopia, no change was observed because the national disaster risk management policy, to which WFP contributed, had not yet been implemented.

Table 9: **Outcome 2.2** Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger	Strong progress
Outcome Indicator	*Performance*
Household food consumption score	■

130. An acceptable level of household food consumption was achieved by a stable or increasing share of targeted households at risk of acute hunger in 80 percent of projects. But in a few projects deteriorating trends were a concern in that fewer than half of the targeted households had acceptable food consumption at the final assessment.

131. In Honduras, acceptable food consumption was maintained among targeted households affected by unemployment resulting from the coffee rust infestation as a result of services such as training for employment. Alliances with local organizations and NGOs were also noted as success factors. In Burkina Faso, cash transfers provided by WFP increased the quantity and quality of food consumed: beneficiaries reported consuming three meals instead of two, and that meals were richer in pulses and animal protein.

Table 10: **Outcome 2.3** Hazard risk reduced at community level in target communities	Strong progress
Outcome Indicator	*Performance*
Household asset score	■
Community asset score	■

132. Stable or positive trends were noted in all projects that reported household or community asset scores, suggesting that WFP's interventions restored and built productive assets and in turn increased household and community resilience. Food consumption stabilized or improved in some of these projects as well. A synthesis of five FFA evaluations in 2013 helped to validate these findings: it noted that FFA contributed strongly to resilience, but that the effects on food security and diet diversity were mixed.[46]

133. Gender-sensitive programming and partnerships were significant factors in high household asset scores in Bangladesh: the project targeted ultra-poor women, and the Government and NGOs provided complementary activities. A portfolio of FFA activities providing robust safety nets also helped to improve resilience: examples include the productive safety net projects in Mozambique and the United Republic of Tanzania whereby WFP helped to create or repair community assets such as roads, wells, latrines and irrigation systems. The integration of FFA projects in the same geographic area, for example in Chad, also helped to improve community resilience.

Table 11: **Outputs under Strategic Objective 2**

Output	*Performance*
Disaster mitigation measures set in place with WFP capacity development support	■
Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	▨
Built or restored disaster mitigation assets by target communities	■

WFP's disaster-prevention programmes positively affect the lives of many more people than the direct recipients of food assistance

Peru is susceptible to earthquakes and volcanic eruptions, and to coastal landslides and flooding caused by el Niño. The Government must therefore maintain adequate capacity at the local, regional and central levels to respond to natural disasters and other emergencies.

In 2013, WFP provided practical training in food management, food distribution and emergency preparedness for staff from the National Institute for Civil Defence, local emergency response teams and government officials in six regions. The trainees took on responsibility for emergency assistance in a large-scale disaster in these regions, which are home to an estimated 1.9 million people. Only a few food-insecure at the time, but this could change in the event of an emergency. The residents in the regions were indirect beneficiaries of this capacity-augmentation provided by WFP.

134. Progress at the outcome level under Strategic Objective 2 was supported by strong performance at the output level. WFP supported the development of 13 contingency plans and 12 disaster preparedness and risk management tools, which were incorporated into government functions and budgets. This led to increases in the disaster preparedness index in some countries. And 21,000 government staff were trained in contingency planning, early-warning systems and food-security

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[46] Annual Evaluation Report, 2013 (WFP/EB.A/2014/7-A).

monitoring. Activities under Strategic Objective 2 protected or rehabilitated 117,723 ha of land and constructed 157 bridges and 197 wells.[45]

Strategic Objective 3: **Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations**	**Strong Progress**

135. Strong progress was achieved under Strategic Objective 3. WFP's activities were notable in relation to increasing access to assets, stabilizing school enrolment and enabling households to achieve adequate food consumption. Good progress was also observed in nutrition activities such as those addressing acute malnutrition and stunting and in ART and tuberculosis (TB) treatment, but it compared unfavourably with the results of nutrition activities under Strategic Objective 1.

Table 12: **Outcome 3.1** Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees	**Strong progress**

Outcome Indicator	*Performance*
Household food consumption score	■

136. Improving trends in household food consumption were noted in 85 percent of projects, and the proportion of populations with acceptable food consumption increased; no project reported a deteriorating trend. This indicates that food security increased as a result of WFP's resilience-building activities.

137. Success factors included the adjustment of programme designs to meet beneficiary needs, and partnership building. In OMP, for example, targeting approaches were refined, rations were reviewed and partnerships were established to ensure that complementary activities were provided. In the Democratic People's Republic of Korea, successes included securing access to the most vulnerable people and improving food security through increasing women's consumption of pulses. In Nepal, vegetables grown by beneficiaries in refugee camps complemented general food distributions and increased dietary diversity. Other positive trends beyond the scope of WFP may have contributed to successes: in the United Republic of Tanzania, for example, improved consumption scores were attributed to greater availability of food in markets.

Table 13: **Outcome 3.2** Increased access to assets in fragile, transition situations for target communities	**Strong progress**

Outcome Indicator	*Performance*
Community asset score	■

138. Community asset scores increased in all projects, reflecting WFP's success in building assets with a view to restoring and building livelihoods. This strong performance was the outcome of improving trends in all projects. Similar performance was observed for the same indicator under Strategic Objective 2. Evaluations of the impact of FFA in five countries provide further evidence of the relevance of FFA in restoring livelihoods and community assets in the long term and in promoting food and employment benefits in the short term.[46]

139. The involvement of communities in decision-making contributed to positive results, for example in the Latin America and Caribbean region where communities identified the assets they needed to develop. Building assets to increase trade, agricultural production, market access and security were cited as success factors: infrastructure development had a positive impact on markets in Djibouti, Myanmar and the State of Palestine, in South Sudan cattle raiding decreased when new roads were built, and in the Kyrgyz Republic new or restored assets helped to increase security and agricultural productivity.

By helping to create or repair assets WFP can affect the lives of many more than recipients of food assistance[*]

Many people other than direct recipients of food transfers benefit from assets such as roads and watershed-protection services built or rehabilitated by WFP. In Ethiopia, the productive safety net programme built dams and repaired gullies, roads and classrooms in 60 *woredas* (districts) to benefit 1.8 million people who were not receiving food or vouchers and were hence not recorded. Increased food production resulting from a fertilizer project under the Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods programme benefited 40,515 people in addition to the intended beneficiaries.

[*] Figures are estimates only.

Table 14: **Outcome 3.3** Stabilized enrolment for girls and boys, including IDPs and refugees, in assisted schools at pre-crisis levels — **Strong progress**

Outcome Indicator	*Performance*
Retention rate	■
Enrolment rate	■

140. Improvement in school enrolment and stable retention were achieved in most projects, indicating that one of the most effective outcomes of school feeding was encouraging children to enrol in school. The results reported show that performance in terms of retention rates was comparable under Strategic Objectives 1 and 3.

141. Experience in projects reflects several factors outside the control of WFP that affect educational outcomes, and indicates mitigating actions. In Ecuador, a stabilized retention rate was a significant achievement in view of the tensions involving refugees from Colombia: WFP's promotion of joint participation in activities such as the preparation of school meals helped to ease relations and keep children in school. In Kenya, the construction of new schools and the addition of a double shift contributed to increased enrolment, and in the Islamic Republic of Iran learning and educational outcomes were improved as a result of take-home rations for refugee girls and collaboration with partners to provide complementary inputs. In South Sudan, insecurity and government austerity measures led to high turnover of teachers and a consequent reduction in enrolment rates.

Table 15: **Outcome 3.4** Reduced acute malnutrition and stunting in target groups of children and/or populations

Strong progress

Outcome Indicator	*Performance*
Prevalence of acute malnutrition among children under 5	▨
Prevalence of low MUAC	■
Supplementary feeding recovery rate	■
Supplementary feeding death rate	■
Supplementary feeding default rate	■
Supplementary feeding non-response rate	■
Prevalence of stunting among children under 2	■

142. Strong progress was made in reducing acute malnutrition and stunting. The success factors and challenges were similar to those noted for nutrition outcomes under Strategic Objective 1.

WFP nutrition projects can affect the lives of many more than direct beneficiaries*

WFP nutrition programmes involve behaviour changes as a result of communications promoting good nutrition practices, which also reach people and families who are not enrolled. The Bangladesh country programme nutrition education component, for example, was delivered at open-air sessions to 2 million people – but the project recorded only the 130,000 beneficiaries who received food transfers.

* Figures are estimates.

143. Success factors in nutrition outcomes in transition settings included partnerships and counselling and education for mothers. WFP faced challenges in Haiti, for example, because it was unable to identify partners who could provide complementary activities, but WFP's counselling for mothers promoted continued visits to clinics even when children showed signs of improvement, and its special nutrition products enhanced outcomes. A decline in stunting in Dadaab refugee camp in Kenya was attributed to SuperCereal+ given to children aged 6–23 months. WFP will continue to contribute to reducing stunting, in line with pillar 1 of the Zero Hunger Challenge.

Performance analysis against Sphere standards

Two thirds of projects met the Sphere standards during 2013.

Indicator	Target (%)	% projects met target
Supplementary feeding recovery rate	>75	67
Supplementary feeding death rate	<3	88
Supplementary feeding default rate	<15	56
Supplementary feeding non-response rate	<5	100

Table 16: **Outcome 3.5** Improved nutritional recovery of ART and/or TB treatment clients

Less than 5 projects

Strong progress

Outcome Indicator	*Performance*
ART nutritional recovery rate	▨
TB nutritional recovery rate	■

144. Only a small number of projects reported, but stable or improving recovery rates were noted for most projects providing ART or TB treatment and 70 percent met Sphere standards. Even so, the populations targeted for these interventions remained in great need of WFP assistance.

145. In Zimbabwe, progress was impeded during the rainy season by outbreaks of diarrhoea among 20 percent of the targeted population. In Djibouti, WFP increased the TB nutritional recovery rate despite limited capacities in health centres and the challenges of working with a nomadic population. In Côte d'Ivoire, recovery rates fell when reductions to the ration resulted in individuals sharing food with household members.

Table 17: **Outputs under Strategic Objective 3**

Output	*Performance*
Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	■
Developed, built or restored livelihood assets by targeted communities and individuals	■

146. Strong performance was also observed at the output level for Strategic Objective 3. The building of structures designed to mitigate the impact of shocks benefited 25,000 communities, 210,000 m^3 of earth dams and flood-protection dikes were constructed and 9,830 km of roads were built or repaired.[45]

Strategic Objective 4: **Reduce chronic hunger and undernutrition**

Some Progress

147. WFP's performance under Strategic Objective 4 was mixed, reflecting divergent results in terms of four different outcomes. Reporting rates for nutrition projects were low, and the total number of reporting projects was too small to draw inferences for one outcome.

148. Progress in nutrition outcomes appears to have been slow: measurable improvements in stunting prevalence were not observed in most of the countries reporting. The factors affecting this performance include: i) challenges arising from changes requiring increased focus on capacity development, institutional strengthening, planning and investments; ii) the multi-sectoral nature of programmes under Strategic Objective 4, which means that results are not just a reflection of WFP's work; and iii) the

introduction of prevention of stunting micronutrient programming, which are new areas for WFP. At the global level WFP is committed to the Zero Hunger Challenge and the Nutrition for Growth Compact.

149. Other results show that school feeding incentivizes children to enrol in school. Attendance rates did not change significantly, but this is because high attendance had already been achieved at the first assessment in several projects. Progress on gender ratios appeared slow because many projects had already reached or surpassed parity. WFP can contribute to educational outcomes through its school feeding programmes, but other inputs are needed to achieve quality of education: the Nourishing Bodies, Nourishing Minds partnership, for example, launched in 2013 by WFP, UNICEF and UNESCO coordinates activities that help children to achieve their full potential.

Table 18: **Outcome 4.1(a)** Increased production capacity for fortified foods, including complementary foods and specialized nutritional products	***Less than 5 projects***	**Strong progress**
Outcome Indicator		*Performance*
% increase in production of fortified foods including complementary foods and specialized nutritional products		■

150. This indicator was introduced with the 2012 nutrition policy, which may explain the limited number of projects that reported on it in 2013. In Cuba, strong progress was attributed to WFP's collaboration with the Government to produce special nutrition products locally. WFP also contributed to the production of fortified foods in Ethiopia, and is working with the Clinton Health Access Initiative to increase the availability of fortified foods for young children and pregnant and lactating women.

Table 19: **Outcome 4.1(b)** Adequate food consumption reached over assistance period for targeted households	***Less than 5 projects***	**No progress**
Outcome Indicator		*Performance*
Household food consumption score		■

151. Only two projects reported on this indicator, so it is difficult to draw conclusions as to outcomes. Changes in the indicator over time were minimal, indicating no change in the proportion of people with adequate food consumption or levels of chronic hunger. Food security at the final point of assessment was relatively high in that the proportion of people with acceptable food consumption was 70 percent in both projects. But many projects reporting under Strategic Objectives 1, 2 and 3 reported significantly lower levels of acceptable food consumption.

152. A funding shortfall in Ethiopia restricted outputs and limited outcomes. School feeding in Kenya failed to attract more children to school, as reflected in falls in the enrolment and attendance indicators, and so did not contribute to enhanced food consumption scores. Food consumption scores for ART patients in Kenya were stabilized because rations accompanying treatment at clinics were withdrawn.

Table 20: **Outcome 4.2** Increased access to education and human capital development in assisted schools

Some progress

Outcome Indicator	*Performance*
Enrolment rate	■
Attendance rate	▨
Gender ratio	▨
Pass rate	■

153. The diversity of results for school feeding and education highlights the effectiveness of the activity, but emphasizes the challenges. Strong performance was achieved in terms of enrolment, which increased in 17 of 18 projects. The stabilization of attendance at above 90 percent in several projects suggests that the most vulnerable populations were not targeted or that the indicator should not have been included in the logical frameworks. A similar issue was noted for the ratio of girls to boys, which in many cases was close to parity: at the final assessment point, 77 percent of projects had a gender ratio of at least nine girls to ten boys. Of the 17 projects reporting on pass rates, only eight noted improvements: this was a result of teachers' strikes, poor school facilities and low achievement at the national level. No progress was recorded with respect to pass rates, which were particularly low in Ghana, Kenya and Malawi.

154. Progress in terms of enrolment and attendance was strong in the Latin America and Caribbean region as a result of sound educational policy and the recognition of school feeding as a safety net. In the Plurinational State of Bolivia and Nicaragua, for example, education was promoted through national campaigns and laws. In Honduras, school meals were a reliable safety net for vulnerable families affected by climatic shocks, who continued to send their children to school. In Chad, pass rates were influenced by changes in the national education system that included more rigorous application of promotion criteria. Gender-specific programming may also have affected the results: in the Congo and Zambia, separate latrines for girls and boys provided by WFP and its partners helped to improve gender ratios and educational outcomes.

WFP's school feeding capacity development can affect the lives of many more than direct recipients of food assistance*

WFP works with governments and other partners to create an enabling environment for reducing hunger through capacity development and technical assistance, which reach a large number of people who may not be beneficiaries. In Bangladesh, for example, WFP's capacity support unit in the Directorate of Primary Education provided technical assistance for the Government in scaling up its school feeding programme to assist 1.7 million children – but another 1.1 million benefited from WFP-assisted school feeding. WFP's technical support for national safety net and early-warning systems helped to improve the food security of every person reached. By supporting changes in policy and practice, WFP contributes to positive change for millions of people.

*** Figures are estimates.**

155. Slow progress in enrolment and attendance was often ascribed to factors outside WFP's control: examples include school fees in the United Republic of Tanzania, and teachers' strikes in Guinea-

Bissau, Kenya and Lesotho; insecurity related to elections was also a factor in Kenya. Programming decisions also had implications: in Malawi, for example, expansion of the programme to under-resourced schools in food-insecure areas increased enrolment but reduced pass rates, probably because the incoming children were from disadvantaged backgrounds. Several projects highlighted the importance of partnerships in improving pass rates, for example in Bangladesh and Kenya.

Table 21: **Outcome 4.3** Improved nutritional status of target groups of women, girls and boys	Some progress
Outcome Indicator	*Performance*
Prevalence of stunting among targeted children under 2	■
Prevalence of iron deficiency anaemia (IDA) in women and children	▒

156. The fact that a reduction in stunting was not recorded in 2013 does not imply that projects were ineffective, because the window of opportunity is 1,000 days – longer than the annual reporting period. No changes were reported in five countries, but Ghana reported an improvement that may have resulted from intensive follow up by WFP and the Ghana health service. Restricted access to care was a challenge in several projects. In Indonesia and Lesotho, projects had not been operational for long enough to produce evidence of reductions in stunting. Improved multi-sectoral programming, better coordination, more accurate data collection and longer programmes would lead to stronger results.

Complementary approaches to enhancing nutrition can reach many more than direct recipients of food assistance*

WFP produced and distributed fortified foods in Cuba and provided complementary activities to encourage good nutritional practices. In a communications campaign, for example, WFP coordinated messages on optimum eating and nutrition and on prevention of anaemia throughout the country.

The campaign reached the 996,500 direct beneficiaries – but its total coverage was in the region of 1.6 million people, many of whom were women of reproductive age whose children may also be considered as beneficiaries.

* Figures are estimates.

157. Challenges in measuring iron-deficiency anaemia probably contributed to a low reporting rate; and factors other than dietary iron intake can influence anaemia. Large-scale surveys are needed to ascertain statistically significant differences for this indicator. The national nutritional surveillance system in Cuba reported a reduction in anaemia prevalence, to which fortified foods, training for health workers and a communication campaign to improve household eating contributed.

Table 22: **Outcome 4.4** Improved adherence to ART and/or success of TB treatment for target cases

Strong progress

Outcome Indicator	*Performance*
ART adherence rate	■
ART nutritional recovery rate	■
TB treatment success rate	■
TB treatment nutritional recovery rate	▨

158. Projects to improve adherence to ART and/or success in TB treatment made progress during 2013 in that 60 percent of projects reporting ART/TB nutritional recovery rates met the Sphere standards.

159. In OMP, success factors for ART and TB treatment included provision of sufficient food, nutritional counselling and monitoring of beneficiaries. In the Congo, the targeting of other vulnerable groups was a success factor because it reduced the associated stigma. Food assistance provided through vouchers, which enabled beneficiaries to buy their preferred foods, may have helped to improve adherence rates: in Swaziland, the TB success rate increased but the nutritional recovery rate remained low because food and drugs were not always distributed at the same sites. WFP will accordingly align its food assistance with the government-led TB control programme to address this issue.

Table 23: **Outputs under Strategic Objective 4**

Output	*Performance*
Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions	■

160. Performance at the output and outcome levels for Strategic Objective 4 was strong. WFP delivered food assistance through 80,000 schools and 4,700 health centres, provided deworming treatment for children in WFP-assisted schools, and supported government deworming campaigns; it also supported 10,000 cooks. WFP trained 2,000 counterpart staff in maternal and child health and nutrition.[45]

Strategic Objective 5: **Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase**

Strong Progress

161. Investment for activities under Strategic Objective 5 in 2013 amounted to USD 57 million, 2 percent of total expenditures, more than in any of the previous four years. Strong performance was based on positive results for two outcomes.

162. WFP helped to enhance national capacities in various ways. In some countries, it stimulated local economies by procuring food from farmers' associations and retailers. It provided technical assistance for some governments to implement and scale up school feeding programmes and build the relevant

policy and legislative frameworks, and supported governments in developing capacities for vulnerability analysis and disaster management. Progress was made in these areas but the capacities of some governments remained fairly low, highlighting the need for continued support.

Table 24: **Outcome 5.1** Increased marketing opportunities at national level with cost-effective WFP local purchases

Strong progress

Outcome Indicator	*Performance*
Food purchased locally, as % of food distributed in-country	■

163. Stabilized or improving trends in the share of food purchased in-country were noted in two-thirds of projects. Deteriorating trends in other projects were often caused by factors outside the control of the project: in Nicaragua, for example, a decline in 2013 resulted from a reduction in in-kind donations, whereas cash donations in the previous year had been used for local purchases.

P4P affects the lives of many more than direct recipients of food assistance

Purchase for Progress (P4P) supports smallholder farmers and traders through indirect association with WFP programmes: millions of people who receive no direct food assistance benefit indirectly.

In Ethiopia, for example, WFP supported 16 cooperatives through P4P purchases from an estimated 572,000 farmers, none of whom were beneficiaries under current counting rules.

In Uganda, WFP supports 1,048 farmers' groups through services such as training in post-harvest management and business practices. The groups comprise 62,643 farming households – 375,858 individuals. With WFP's support they grow and sell good-quality produce and access national and regional markets, thereby increasing their incomes and improving their livelihoods. In 2013, WFP bought 2,354 mt of maize and beans from these groups – which over five years sold an average 1,245 mt of food per year worth USD 2.2 million to buyers other than WFP.

164. Success factors and challenges were linked to local contexts. Local purchases helped support local production while reducing costs and lead-time, resulting in more efficient delivery of assistance to beneficiaries. Local purchases sometimes offered good value for money in comparison with import parity prices, leading to substantial savings. In Senegal, local food procurement in areas with surplus production boosted agricultural development in communities with few alternative income opportunities and limited access to markets. It encouraged communities and authorities to take advantage of the production potential, with a view to contributing to – and ultimately taking ownership of – their safety nets. In the State of Palestine, the inclusion of milk in the voucher basket stimulated an increase in supply in shops to meet demand.

Table 25: **Outcome 5.2** Progress made towards nationally owned hunger solutions

Strong progress

Outcome Indicator	*Performance*
National capacity index	■

165. Measuring the development of national capacities is essential in hand-over strategies. Improvements in the national capacity index (NCI) were achieved in 70 percent of projects, with variations according to the type of capacity index assessed. Food-security NCI increased for all projects that reported trends; the school feeding capacity index increased in 50 percent of projects.

166. Various success factors influenced improvements in national capacity indexes; some were linked with WFP investments. WFP worked with the governments of Cambodia and Bangladesh to build policy and legal frameworks for school feeding. In the State of Palestine, the Central Bureau of Statistics endorsed the socio-economic and food-security survey by WFP and the Government for use in its national system. A visit by representatives from Lesotho to the Brazil Centre of Excellence helped to increase government capacities for taking over the school feeding programme by 2018.

Table 26: **Outputs under Strategic Objective 5**

Output	*Performance*
Food purchased locally	■
Capacity and awareness developed through WFP-led activities	■

167. A large number of government officials and national staff were trained in thematic areas such as school feeding – 19,000 people – and national food-security programmes – 2,500 people. Capacity development related to policies, strategies or legislation was provided for 1,797 staff of governments and national partners. With regard to hand-overs, 11 WFP-managed hunger solutions and 221 WFP-managed systems for disaster preparedness, risk management and food-security monitoring were being transferred to governments. Food was purchased locally from 200 farmers' groups and 66,000 individual farmers, many of whom were women.[45] Some of these farmers were supported by the P4P pilot.

Conclusions

168. WFP's projects demonstrated progress in all Strategic Objectives. A range of activities was used to meet the needs of the hungry poor, and the reach of this work extended well beyond direct beneficiaries: users of assets created, smallholder farmers and beneficiaries of changed policies and practices all benefited. The success factors and challenges in all Strategic Objectives will inform project implementation in 2014 with a view to improving performance

169. Increased gender sensitivity in programming, reflected in increased use of the gender marker, enhanced the impact of WFP's programmes. Other factors contributing to high performance included more partnerships and greater flexibility in programming resulting from cash and voucher options.

170. Challenges that impeded progress for some outcomes, particularly under Strategic Objective 4, were identified. Corrective measures will be taken in the coming year: i) projects must provide a rationale for including the attendance indicator in logical frameworks when attendance rates are already high; ii) where projects have achieved gender parity, a target analysis will complement future analyses of progress; iii) the inputs provided by WFP partners will be reviewed to identify ways of improving the quality of education; and iv) WFP's school feeding programmes will seek to serve meals before classes begin so that children focus on learning rather than their stomachs, and will provide regular deworming. WFP will continue to advocate for multi-year funding to prevent the pipeline breaks that limit the effectiveness of school feeding.

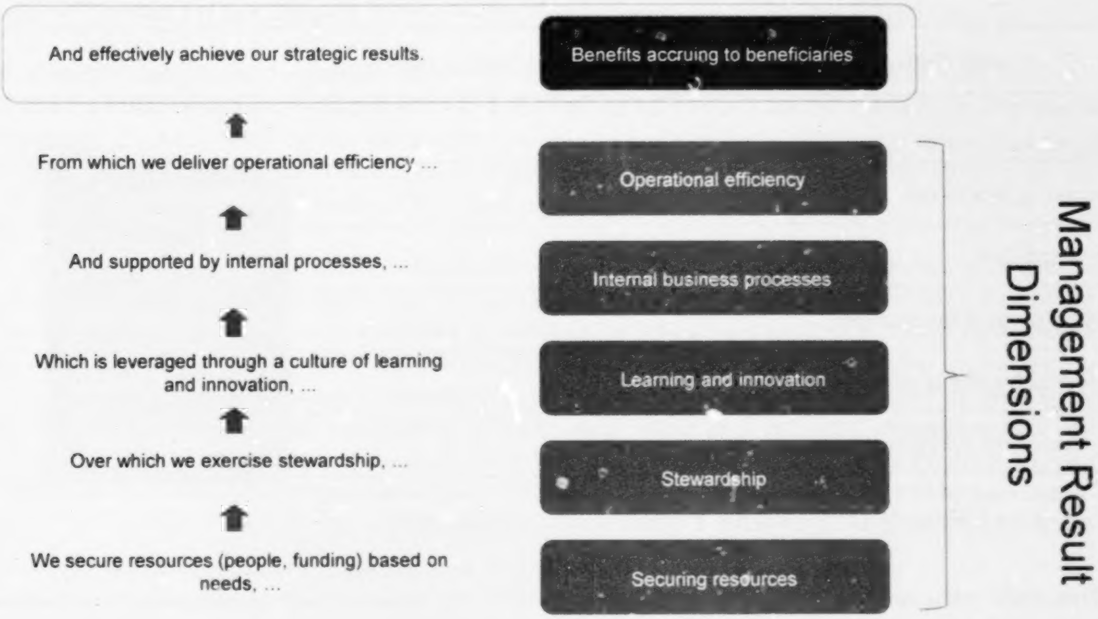
171. More has to be done to ensure progress in nutrition programmes. The challenges in reporting on anaemia and stunting indicators and the constraints in interpreting the results contributed to the decision to exclude them from the SRF, even though the outcomes remain relevant in WFP's work and its support for national governments. WFP will seek to tailor ART and TB treatment programmes to address specific needs, for example through more counselling and monitoring and by improving the referral system between communities and health facilities. It will also continue to develop governments' capacities to provide food assistance for people living with HIV and TB patients, using cash and vouchers when applicable, and to prevent national health systems from becoming overburdened.

PART III – ORGANIZATIONAL PERFORMANCE BY MANAGEMENT RESULT DIMENSION

Overview

172. Part III presents findings from the assessment of WFP's performance against its MRDs as outlined in the 2008–2013 MRF. The strategic results reflect what WFP did; the management results indicate how these results were achieved (see Figure 9).

*Figure 9: **WFP's 2013 Management Result Dimensions***


And effectively achieve our strategic results.
Benefits accruing to beneficiaries
From which we deliver operational efficiency ...
Operational efficiency
And supported by internal processes, ...
Internal business processes
Which is leveraged through a culture of learning and innovation, ...
Learning and innovation
Over which we exercise stewardship, ...
Stewardship
We secure resources (people, funding) based on needs, ...
Securing resources
Management Result Dimensions

173. Each MRD is defined by a set of management results, which are measured in terms of key performance indicators and targets. The MRDs are unchanged since 2009, but some indicators have been added to enhance reporting on effectiveness and efficiency. New indicators introduced in 2013 related to the quality of internal business processes, identification and documentation of lessons and control frameworks.

174. In terms of MRDs 1–4 WFP made strong progress, and some progress in MRD 5 (see Table 27); these positive results were reflected in the recent independent assessment of WFP by MOPAN. In particular, WFP performed well in securing contributions to deliver its programme of work. The increase in confirmed contributions between 2012 and 2013 reflected an increase in multi-year

contributions: early and more predictable contributions enable WFP to plan and assist beneficiaries more quickly and effectively. WFP also performed well with regard to utilizing the funds according to plan: the percentage of undistributed food for ongoing projects was smaller than in the previous year. WFP continued its strong performance in other aspects of stewardship such as the effectiveness of managerial controls and public visibility, and steadily improved its performance in innovation and learning lessons from experience by documenting and disseminating recommendations for improvement: the launch in 2013 of the Lessons Learned Database for emergency responses, for example, enables WFP staff to review recommendations from emergencies and track their implementation. Good performance in business processes continued in logistics, procurement and IT. Although there was an increase in the annual cost per beneficiary in 2013, analysis shows that longer project duration and cost increases in particular operations – the response in the Syrian Arab Republic is an example – account for increased averages.

Table 27: **Overall Performance by Management Result Dimension**

Management Result Dimensions	*Performance*
1 – Securing resources	Strong progress
2 – Stewardship	Strong progress
3 – Learning and innovation	Strong progress
4 – Internal business processes	Strong progress
5 – Operational efficiency	Some progress

Management Result Dimension 1 – Securing Resources

175. This dimension reflects WFP's performance in mobilizing financial and human resources to carry out its work. Strong performance is mainly attributable to overall increases in funding. The profile of international professional staff remained unchanged (see Table 28).

Table 28: **Overall Performance in Securing Resources** Strong progress

Management Results	*Performance*
Funding was secured against planned needs	■
Predictable contributions have grown	■
A stable base of reserve funding is maintained	■
The staff profile we need to deliver on our strategy is available	▨

Funding secured against planned needs increased

176. WFP received USD 4.38 billion in confirmed contributions in 2013, the second highest level in its history and 18 percent higher than anticipated in the Management Plan.[47] This strong performance is attributable primarily to commitments from the Organisation for Economic Cooperation and Development–Development Assistance Committee (OECD-DAC) countries and multi-donor funds to the emergencies in the Syrian Arab Republic, which received USD 819 million, and the Philippines. Joint resource mobilization and donor briefings with United Nations agencies contributed to the enhanced donor response.

177. WFP's donor base broadened to include Guinea-Bissau and the Economic Community of West African States (ECOWAS). Also notable were increases in contributions from previous years from Belgium, Germany, Japan, Kuwait, Saudi Arabia, Switzerland and the United Kingdom.

178. Contributions from the private sector increased by 39 percent to USD 88.4 million between 2012 and 2013: a notable instance was the USD 13.5 million rapidly raised for the emergency response in the Philippines. In 2013, WFP confirmed 30,000 new individual donors – 17 percent more than in 2012 – and increased the number of currencies that can be accepted online from six in 2011 to 11 in 2013. Online donations can now be made in 15 languages.

179. Although the volume of confirmed contributions increased, operational requirements declined by 2 percent. The funding received for the response in the Syrian Arab Republic in 2013 was offset by a USD 70 million fall between 2012 and 2013 in funding for operations in Afghanistan, Chad, Democratic People's Republic of Korea (DPRK), Kenya, the Niger, Pakistan and the Sudan reflecting smaller numbers of beneficiaries in some of these countries, even though they were affected by security issues, bad weather and shifts from emergency to protracted relief and recovery operations (see Part II). Operational requirements were reduced in 70 percent of programmes. The share of programme needs met by contributions to the programme of work increased from 55 percent in 2012 to 62 percent in 2013.

Multi-year funds increased but multilateral contributions decreased as a share of confirmed contributions

180. Flexible long-term funding, which is central to good humanitarian donorship, enables WFP to maximize its effectiveness. The 12 percent increase in confirmed contributions between 2012 and 2013 was partly a result of a 31 percent increase in multi-year contributions to USD 503 million, and the share of multi-year contributions in overall funding increased from 10 percent to 11 percent. In 2013, Ireland became a strategic partner, and Belgium and the Republic of Korea signed new multi-year agreements; various donors identified WFP as a partner of choice for multi-year contributions.

181. But the share of multilateral contributions missed the target of 11 percent, continuing the downward trend from 2011 that stems from substantial reductions in contributions from two multilateral donors rather than a shift among core donors. Australia, Canada, Denmark, Germany,

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[47] This figure differs from the contribution revenue in the 2013 audited financial statements because of: i) different treatment of multi-year revenue; ii) exclusion of contributions with a bilateral funding window; and iii) exclusion of contribution revenue adjustments such as unspent balances and write-downs.

Ireland, Italy, the Netherlands, Norway, Sweden and the United Kingdom are WFP's major multilateral supporters: each provided at least USD 10 million in multilateral funds in 2013, giving WFP a maximum of flexibility. The document *WFP's Use of Multilateral Funding*, produced for the first time in 2013, will give multilateral donors additional visibility and might help to increase other donors' understanding of the benefits of multilateral funding.

A stable base of reserve funding was maintained

182. WFP has three reserves for funding activities – the Operational Reserve, the Immediate Response Account (IRA) and the Programme Support and Administrative (PSA) Equalization Account. An increase in reserve funding was achieved in 2013 as a result of a balance in the PSA Equalization Account that was higher than expected. Actual contributions in 2013 exceeded the expected funding levels in the 2013 Management Plan, which included a target Equalization Account balance.

The diversity of international professional staff remained relatively constant

183. The percentage of women international professional staff improved to 42 percent in 2013, but it has not changed significantly since 2002 and is still below the parity target. The proportion of women in P5 posts or higher is stable at 36 percent; the proportion of senior staff from developing countries increased to 29 percent. Of the P1 to P3 staff promoted in 2013, 38 percent were from developing countries and 54 percent were women.

184. In 2013, WFP prepared a strategy to promote greater diversity and inclusion as part of the new People Strategy (see Part IV).

Management Result Dimension 2 – Stewardship

185. Stewardship encompasses all issues relating to management of the resources under WFP's control. Progress in utilizing funds according to plan, ensuring the safety and well-being of staff, minimizing WFP's environmental footprint, improving managerial controls and enhancing WFP's visibility is set out below.

Table 29: **Overall Performance in Stewardship** **Strong progress**

Management Results	*Performance*
Funds are utilized according to plan	■
Security and safety of staff, premises and operations are increased	▨
Well-being of staff is increased	■
The greenhouse gas footprint of WFP is minimized	■
Effective control frameworks are in place	■
WFP brand and public awareness are managed to increase positive visibility	■

Funds were utilized according to plan

186. For the second year WFP tracked the utilization of funding with a view to minimizing transfers of unused funds at the end of projects – a major concern for donors. WFP sought to limit the volume of year-end transfers of food and cash and vouchers to 10 percent of funds received. In 2013, the proportion of undistributed food in ongoing projects was 8 percent – an improvement from the previous year.

187. The percent of undelivered cash and vouchers remained unchanged from 2012 at 6 percent, well within the target of 10 percent. This level of undelivered balances is mainly attributable to the Syrian regional emergency, delays in distribution due to security issues, the overall increase in the use of cash and voucher modalities, and in some cases a reduction in the number of beneficiaries assisted.

188. In projects closed during 2013 the level of transfers was 3 percent, well below the 10 percent target and a reflection of good financial housekeeping. Unspent project balances at the end of the year amounted to 0.05 percent of the resources allocated, was an improvement from 2012 and closer to the zero target.

189. Under Fit for Purpose, WFP piloted resource assessments in Afghanistan, Chad and DRC to promote forward-looking resource management at the country level. Similar projects are planned for other countries.

Security and safety of staff, premises and operations was increased

190. The increased level of security and safety of WFP staff, premises and operations in 2013 is reflected in the 88 percent compliance with minimum operating security standards (MOSS) against the corporate target of 70 percent. The percentage of outstanding SAM recommendations fell, but the target was not reached. Field security officers were not present in several country offices where they had been recommended, resulting in reliance on security focal points to coordinate with Country Directors. The reallocation of resources for the Level 3 emergency response in the Syrian crisis delayed the deployment of field security personnel in some country offices.

191. There was a 15 percent increase in reported security incidents, reflecting WFP's challenging operational environments. The highest numbers of incidents were 152 in South Sudan, 146 in the Sudan, 80 in the Syrian Arab Republic, 55 in Kenya and 51 in Afghanistan. Criminal actions accounted for 58 percent of reported incidents in 2013, traffic accidents for 24 percent, armed conflict for 13 percent, civil unrest for 3 percent and terrorism for 3 percent. WFP is committed to ensuring the security and safety of staff through effective security risk management.

Staff well-being increased

192. Actions taken in 2013 under Fit for Purpose to enhance staff well-being – an essential component of an engaged and effective workforce – included the appointment of a health adviser to monitor health issues in emergencies and promote preventive measures, and an appraisal by the Medical Service of staff health – the first in WFP. There were 2,500 visits to the Medical Service, and no change in the

number of days lost to sickness and injury – which in WFP is significantly below the average for other organizations, as reflected in the 2012 WFP Global Staff Survey.[48]

193. The Medical Service advised staff deployed to the four Level 3 emergencies on personal health, and supported country offices in addressing public health concerns such as outbreaks of leishmaniasis in the Syrian Arab Republic and *chikungunya*[49] in the Philippines.

WFP's greenhouse gas footprint declined

194. WFP's greenhouse gas footprint lightened for the third consecutive year to 78,898 mt of CO2-equivalent, 8.3 percent below the 2008 baseline, largely because WFP's aviation services carried out fewer food airlifts; but emissions from commercial air travel were 60 percent higher than in 2008. Greenhouse gas emissions from buildings and vehicles fell slightly as country offices in Ecuador, Ethiopia and the Sudan pioneered reduction strategies.

195. Under WFP's Energy Efficiency Programme (see Box) cost-effective energy management in Headquarters, the regional bureaux and country offices will be introduced in 2014.

WFP's Energy Efficiency Programme

The programme made its first round of awards to eight projects in 2013. This investment of USD 273,000 is expected to save USD 303,000 per year in fuel and maintenance costs to cut greenhouse gas emissions by 661 mt, enabling WFP to save up to USD 1.5 million over the lifetime of the new equipment. The most cost-effective actions involved the introduction of LED light bulbs: projects in Afghanistan, Guatemala and the State of Palestine, for example, provide lighting that cuts electricity consumption by 80 percent.

Internal control systems were improved

196. As part of the Fit for Purpose workstream on enhancing managerial performance, WFP provided training for managers and promoted stakeholder engagement and field-focused support.

197. The percentage of offices with annual performance plans declined in 2013, partly because new divisions established at Headquarters developed their plans after the deadline and in less detail than existing units – whose plans improved markedly. All reviewed performance plans met WFP's quality standards with regard to completeness, alignment and clarity. In 90 percent of country offices annual performance plans were used to manage operations throughout 2013; in some regions the figure was 100 percent.

198. The percentage of WFP offices with risk registers increased during 2013. Compliance among country offices reached 94 percent, largely because of the use of enterprise risk management in project planning and the risk-management support provided for the Level 2 and Level 3 emergencies.

199. WFP focused in 2013 on improving the quality and timeliness of individual performance management. One outcome was significant improvement in the completion rate for PACE: 96 percent of

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[48] World Health Organization. 2010. *The case for paid sick leave*. World Health Report, Background Paper, No 9. Geneva. It is difficult to compare statistics on sick leave because organizations use different calculations.

[49] Mosquito-borne fever similar to dengue.

international staff had completed PACE by the revised target date – 15 percent more than in 2012. At the senior level, compliance with PACE increased from 59 percent in 2012 to 91 percent in 2013. The improvements in the PACE process were a result of increased support for staff and managers provided through workshops, toolkits, guides and "drop-in" sessions.

200. WFP implemented most audit recommendations in 2013, and collaborated with the Inspector General on a comprehensive clean-up exercise. There were 271 recommendations outstanding at the end of 2012, of which 22 were high-risk and 249 were medium-risk. By the end of 2013, this figure had been reduced to 106, of which only 4 were high-risk. WFP prioritizes the implementation of internal audit recommendations, and regular reports are made to the Audit Committee on outstanding high-risk issues.

201. All managers completed an assurance statement at the end of 2013 with regard to internal and financial controls: these statements enabled the Executive Director to provide a letter of representation to the External Auditor. Managers also responded to questions on internal controls derived from WFP's Internal Control Framework. The assurance statements were the main means of identifying strengths and weaknesses in WFP's internal control system.

202. Post-delivery losses in 2013 remained well below the 2 percent target. Of the 3.8 million mt of food handled, 25,013 mt – 0.66 percent – was recorded as post-delivery losses, a decrease of 0.11 percent from 2012. Losses recorded in South Sudan, the Syrian Arab Republic and Yemen accounted for nearly 60 percent of the 2013 total.

The WFP brand and public awareness were managed to increase positive visibility

203. WFP increased its engagement with governments, opinion leaders, the private sector and the general public through traditional and new media. References to WFP's work were monitored in 60,560 news clips in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Norway, Sweden, the Netherlands, the United Kingdom and the United States of America; worldwide, WFP was mentioned in 80,341 news clips. The increase from 2012 is largely attributable to the high media profile given to the four Level 3 emergencies in 2013.

204. WFP used web-based tools and social media in innovative ways to mobilize advocacy and funding and generated 3.3 million subscribers on Facebook, Twitter, YouTube and Freerice, up from 1.1 million in 2012. Visits to wfp.org in the available languages reached 5.3 million.

205. The combination of pro-bono advertising for WFP in the media, cinemas, taxis, airports, metro stations and outdoor advertising spaces was worth millions of dollars in 2013. The estimated value of donated space for TV spots and print advertising alone was USD 42.1 million.

206. In the fourth quarter of 2013, an independent analysis of media coverage of WFP with regard to the Level 3 emergencies in the Central African Republic, the Philippines, South Sudan and the Syrian Arab Republic was overwhelmingly positive, with 97 percent of articles giving a favourable message. Quarterly analyses of media coverage will be started in 2014.

Management Result Dimension 3 – Learning and Innovation

207. Learning and innovation relates to the identification, documentation and dissemination of lessons learned and skills needed to improve WFP's performance. The analysis below focuses on progress in documenting and reporting lessons learned, implementing evaluation recommendations and learning and knowledge management.

Table 30: Overall Performance in Learning and Innovation

Strong progress

Management Results	*Performance*
Identification, documentation and dissemination of lessons are encouraged	▨
Staff capacity is developed to deliver WFP's strategy	■

Identification, documentation and dissemination of lessons were improved

208. WFP continued to enhance its learning from experience by using systematic processes initiated in 2010 to document, follow up and disseminate recommendations and lessons for improvement. Lessons-learned exercises are conducted after every Level 3 emergency, and the regional bureaux carry out a review after each Level 2 emergency response. The lessons learned database for emergency responses was launched in 2013 to enable WFP staff to review recommendations from previous emergencies and track their implementation; 630 recommendations are currently stored. An emergency training and deployment strategy is now in place, and in 2013 the first Functional and Support Training for Emergency Response (FASTER) took place with a view to increasing the number of trained staff on the Emergency Response Roster.

209. Evaluations of operations are one such mechanism for learning and improvement. Of all projects closed in 2013, WFP had evaluated 66 percent at least once during implementation; the target for the coming years is 100 percent. The 16 evaluations of projects closed during 2013 included evaluations commissioned by country offices and country portfolio evaluations by the Office of Evaluation. The findings of the decentralized evaluations of entire operations and of individual project components inform decision-making and project design. Evaluations of operations by the Office of Evaluation will increase to 30 per year by 2015; 12 were carried out in 2013.

210. WFP tracks the implementation of all recommendations from centralized evaluations. By the end of 2013, 79 percent of follow-up actions on recommendations from 49 evaluation reports had been implemented; 84 actions are pending. This rate of implementation is higher than that in comparable organizations, but WFP is committed to increasing it. Each action has a timeline and identified managers are accountable for implementation.

211. Several lessons from previous emergency responses were applied in the Philippines: experienced staff and support functions were deployed before the typhoon made landfall, and blanket food distributions prevented the kind of unrest experienced in Haiti in 2010. The WFP cash team in the Syrian regional crisis learned from its experiences and coordinated with other agencies and clusters as

to transfer dates so that beneficiaries received cash transfers from different sources at the same time: this reduced the risk of beneficiaries using the WFP transfer to buy items other than food. Post-distribution monitoring showed that this approach was successful.

Staff capacities were enhanced

212. WFP continued to develop tools for augmenting staff capacities in 2013, in line with Fit for Purpose. The middle-manager programme for P3 and P4 staff and national officers at equivalent grades attracted 295 staff, of whom 34 percent were women, in 13 countries. Management assessment centre sessions supported the development of 41 staff at P4 and above, of whom 37 percent were women.

213. The WFP learning management system was expanded in 2013 to include 200 courses and 450 video simulations. Of 20,460 course registrations, 25 percent were completed, and 28 new courses were supported by the training team during various phases of the learning cycle.

214. WFP training included two programmes in English and French to enhance knowledge about school feeding: 53 programme officers from 35 countries, of whom 73 percent were national staff, and representatives from governments and NGOs were trained. The Emergency Preparedness and Response Package (EPRP) web tool had been rolled out in 92 percent of WFP country offices by the end of 2013.

Management Result Dimension 4 – Internal Business Processes

215. The Business Process Review, which assesses WFP's business activities in terms of performance, cost, quality, accountability and alignment with the Strategic Objectives, identified 30 short-term and long-term improvements in supply-chain management, programme-cycle management, resource allocation and utilization, and monitoring, reporting and evaluation. Several short-term improvements were implemented during 2013.

Efficiency Savings

New software to scale up cash and voucher transfers

As WFP's use of cash and voucher transfer grows, new challenges emerge. Until recently there was no standard software for managing cash and voucher transfers or for tracking recipients but in 2013, WFP launched the online SCOpe. Because many operational areas have limited internet coverage, an offline module can be used for beneficiary registrations and transactions. SCOpe combines the best features of the systems used by country offices to deliver electronic vouchers into a standard software package.

SCOpe registration of beneficiaries has begun in Somalia, and WFP is preparing to roll out SCOpe in Dadaab refugee camp in Kenya and to use it to register 3,000 households in the arid northern regions. SCOpe will become operational in many more countries in 2014.

Table 31: **Overall Performance in Internal Business Processes** **Strong progress**

Management Results	*Performance*
Internal Business Processes are efficiently managed	■

WFP's business processes operated in a timely manner

216. The percentage of financial contributions registered within 30 days increased from 75 percent in 2012 to 82 percent in 2013, but remained below the 100 percent target. The increase was largely a result of prompt registration of locally negotiated contributions from the private and public sectors.

217. In 2013, 81 percent of food procured was delivered to WFP by contractual deadlines, a slight improvement from prior years. Delivery delays do not necessarily reflect poor performance by suppliers: it may reflect requests by WFP to postpone deliveries because of concerns such as insecurity, adjustments to beneficiary numbers or insufficient warehouse capacity. WFP continued to make purchases on the basis of the import parity price comparison, which compares food prices in local, regional and international markets, including transport costs to final destination points.

218. In 2013, 87 percent of contracted non-food items were received on time, including goods obtained by competition or waiver. As with food deliveries, delays do not necessarily reflect the performance of suppliers: factors such as customs clearance can affect delivery dates.

Efficiency savings: RBA collaboration on "reverse auctions"

In October 2013, the WFP-led common procurement team of the Rome-based agencies issued a tender for electricity services using a combination of closed tendering and a "reverse-auction" process. The top six bidders identified in the tendering process were given three days to make anonymous online offers of their best prices. As a result, electricity services were obtained at a price 10 percent less than the previous contract, even though electricity costs are rising.

Joint tendering by the three agencies optimizes economies of scale by combining demand. The "reverse auctions" are part of the "In-Tend" software, which is designed to facilitate public procurement and promote competition among suppliers while maintaining the transparency and confidentiality of the tender process. The approach will be replicated in 2014 for other goods and services.

219. Loss of internet connectivity in WFP offices averaged 4 minutes in 24 hours. The introduction of shared platforms for web-based applications reduced server costs by 90 percent and increased the timeliness of service provision.

Efficiency savings: online meetings save time, money and CO^2

Remote meeting technology enables WFP to maximize participation in collaborative projects and minimize travel costs and greenhouse gas emissions. A recent consultation organized by the Office of Evaluation used a combination of live conference sessions and online materials supported by discussion groups to obtain feedback from a large number of people in WFP. A workshop addressing the same objective would have cost USD 159,000 in travel costs, and 79.4 mt in greenhouse gas emissions.

220. Continuity of delivery is critical for effective food assistance, and hence an indicator of performance. WFP therefore tracks its ability to advance funds and to make food available for sale to countries.

221. Advance financing is essential to ensuring the continuity of WFP operations. In 2013, USD 165 million from the Immediate Response Account, USD 635 million from the Working Capital Financing Facility and USD 486 million from the Forward Purchase Facility (FPF) were used to meet emergency needs, fill pipelines or reduce delivery times in advance of contributions. This accounts for 46 percent of WFP's cash resources, well above the target of 25 percent of funds being available for advances.

222. The FPF enables WFP to buy food on the basis of aggregated regional needs and funding forecasts and hence exploit favourable market conditions. In 2013, WFP purchased a net[50] 342,000 mt of food through FPF, exceeding its target of 300,000 mt and nearly doubling the tonnage acquired in 2012.

Cost Savings

Forward planning and purchasing

WFP continues to expand the use of the FPF, which is an aggregated-demand approach to procurement in developing markets and the purchase of non-cereal foods; it has a spending ceiling of USD 300 million. In 2013, 955,000 mt of food was purchased through FPF and an average supply line of 342,000 mt was maintained: 30 country offices bought 873,000 mt from the FPF inventory and benefited from an average lead time of two and a half months, an improvement of 71 percent.

In the East Africa supply line, 80 percent of the food purchased – 477,000 mt – was delivered to country offices through FPF, with an average lead time of 89 days, which is 82 percent less than in conventional purchases. In the West Africa supply line, half of the food purchased – 128,000 mt – was delivered through FPF, leading to an average 84-day decrease in lead times; the average for conventional purchases is 104 days. The North Africa and Middle East supply line, which was established in December 2012, delivered 210,000 mt of food to operations in the region through FPF, 72 percent of the regional total. WFP also initiated an FPF supply line in southern Africa, which delivered 58,000 mt of food to projects in the region with an average lead time of 83 days compared with the 120 days needed for conventional purchases.

Quality of core internal business processes was demonstrated

223. WFP chartered 69 ships and booked 43,000 containers in 2013 to carry 1.95 million mt of food. The timeliness of ocean transport in 2013 – 75 percent of cargoes were dispatched within contract delivery periods – reflects the efficiency of WFP's shipping service in coordinating deliveries with suppliers and country offices. Through its experience with shipping and in view of the volume of food involved, WFP was able to negotiate favourable prices and avoid contracting shipping services through suppliers; savings were also made through arrangements made for the unloading and bagging for some shipments. WFP's overall saving on ocean freight was USD 11.35 million in 2013, USD 3 million more than in 2012.

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[50] Balance of FPF stock that remained available for purchase by projects throughout 2013.

Efficiency Savings

Food supply agreements and the Syrian Arab Republic

The numerous operational challenges in the Syrian Arab Republic call for innovative solutions. One example is the shift from spot tendering to procuring food in neighbouring Turkey.

In November 2013, WFP signed food supply agreements for 36,000 mt of lentils from Turkey, six-months supply. The timing of the agreement in the post-harvest period secured advantageous prices; the price of lentils gradually increased afterwards. Food supply agreements are in place with suppliers in Turkey for lentils, bulgur wheat and pasta to complement food from FPF. WFP has so far saved USD 530,000 through these agreements.

224. Food quality and safety require constant attention. In 2013, three country offices implemented at least one module of the new Food Quality Software (FOQUS), whose roll-out is a step forward in addressing food quality and safety risks. Because roll-out was slower than planned, and because feedback from country offices led to some re-design, the target of ten offices using the software in 2013 was not achieved. WFP is on track to implement the system in 22 offices by the end of 2014. FOQUS will deploy: i) an improved system to prevent food-quality defaults; ii) a food-incident management system with defined roles and responsibilities; and iii) partnerships with external experts who can provide technical guidance. A policy for the labelling of pre-packaged foods was established in 2013.

Efficiency Savings

The Global Vehicle Leasing Programme

The Global Vehicle Leasing Programme purchases vehicles from manufacturers and leases them to country offices. Wholesale prices are on average 20 percent less than the prices country offices would pay to local suppliers. This approach was used to buy 1,800 vehicles, with cost savings of USD 2 million in 2013. WFP's vehicle fleet is renewed every five years to minimize maintenance costs, enhance fuel efficiency and optimize resale values.

Management Result Dimension 5 – Operational Efficiency

225. Operational Efficiency refers to all issues related to the timeliness, cost-efficiency, and appropriateness of WFP response. The analysis below focuses on different aspects of operational efficiency in terms of corporate indicators and examples of actions to optimize the timeliness and effectiveness of operations.

Cost Savings

UNHAS Performance Management Project

During 2013, WFP developed a tool that supports results-based decision making through the automatic calculation, measurement and visualization of effectiveness and efficiency in the United Nations Humanitarian Air Service (UNHAS).

The new decision-making tool will help systematically identify opportunities to make strategic and operational improvements; UNHAS will optimize fleet and flight planning accordingly. This will result in WFP delivering greater value for money, through greater access for clients to UNHAS services, more efficient operating costs and the optimization of the aircraft chartering services.

Table 32: **Overall Performance in Operational Efficiency** Some progress

Management Results	*Performance*
Cost efficiency delivery is ensured	▨
Timely response to assessed needs	▨
Appropriate strategic response is provided	■

Costs were increased by more frequent assistance and the large-scale response in the Syrian Arab Republic

226. The cost of food assistance per beneficiary in 2013 was USD 48.57 – 25 percent more than in 2012. This includes all annual expenditures by WFP operations on direct beneficiaries ("targeted persons provided with food assistance")[51] – food, cash, vouchers and capacity development and augmentation. Direct beneficiaries are currently recorded only for food and cash/voucher transfers.[52] The increase is attributable to:

- proportionally more food assistance being provided over longer periods;
- significant scaling up of cash and voucher operations; and
- a reduction in beneficiary numbers as WFP shifted to targeted assistance in several large operations.

227. WFP provided a larger proportion of food assistance in 2013 than in 2012; the food transfer value and the value of cash/voucher transfers per beneficiary were higher, of which only a proportion is attributable to higher food costs or voucher values as a result of rising prices. The increase can primarily be explained by the extended duration of assistance interventions in 2013: some projects ran for longer periods than in 2012 and involved more feeding days, increasing operational costs for the same number of beneficiaries.

228. A review of the monthly cost per beneficiary taking into account the effect of changes in project duration illustrates some of the cost drivers. But a few projects experienced significantly increased monthly beneficiary costs that were not attributable to increased duration: in some projects, the increase resulted from replacing in-kind food assistance with vouchers, which incur significant start-up costs. Modifications to the food basket in the Syrian emergency operation to offset a reduction in household incomes affected the cost per beneficiary; additional costs were also incurred when WFP introduced lipid-based nutrient supplements and ready-to-eat rations during the initial days of displacement. WFP also had to cover the costs of offices in Jordan, Lebanon and Turkey to manage the transition from short-term to long-term crisis response.

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[51] The duration of individual operations is not captured by the annual cost per beneficiary calculation, which does not take the duration of assistance per beneficiary into account. A comparable monthly beneficiary cost can only be calculated in the planning stage.

[52] The cost components covered are: i) food transfers; ii) external transport; iii) landside transport, storage and handling; iv) other direct operational costs; v) cash and voucher transfers; vi) cash and voucher related costs; and vii) capacity development and augmentation transfers.

229. A significant element in increased costs was the increase in the use of cash and vouchers compared with 2012. This was largely driven by the response to the long-term crisis in the Syrian Arab Republic, where expenditures for food assistance through cash and voucher transfers to vulnerable Syrian populations in Jordan, Lebanon, Iraq and Turkey affected by the events in the Syrian Arab Republic rose from USD 14 million in 2012 to USD 317 million in 2013 as the duration of cash and voucher transfers was extended and the value of vouchers increased in some instances.[53] Start-up costs for printing and distributing paper vouchers or switching to e-vouchers were a factor in some operations as cash and voucher transfer programmes were introduced and scaled up.

230. Several operations continued to shift from emergency relief to targeted recovery and assistance, with a focus on resilience. This reduced the numbers of people receiving assistance from WFP, particularly in Afghanistan, Ethiopia, Kenya, Pakistan and Somalia. Costs also increased as a number of large-scale operations introduced products such as corn-soya blend (CSB)+ and CSB++, Plumpy'Doz and Plumpy'Sup to address acute malnutrition.

231. Longer periods of food assistance contributed to positive outcomes for beneficiaries during 2013 (see Part II). Analysis of several large projects showed improvements in three-quarters of reported household food consumption scores averaging 17 percent more than in 2012. Improvements registered in these projects for prevalence of acute malnutrition among children under 5 were on average 28 percent more than in 2012.

232. The cost of food transfers decreased slightly in 2013, but there was a larger decline in the associated delivery costs. The proportion of associated costs to total food costs decreased from 41 percent to 36 percent over the year[54] This trend is evident in landside transport, storage and handling (LTSH) costs, which decreased by 13 percent compared with 2012.[55] WFP distributed proportionally more food to its beneficiaries in 2013 but spent less on deliveries, particularly in large operations where economies of scale could be exploited.

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[53] 2012 expenditures only include cost for cash and voucher transfers while 2013 expenditures also include cash and voucher related costs.

[54] Food transfer costs relate to the costs of food distributed to beneficiaries. Associated costs include external transport, landside transport, storage and handling (LTSH) and other direct operational costs.

[55] LTSH comprises costs required to care for and deliver food from the completion of external transport to the final destination.

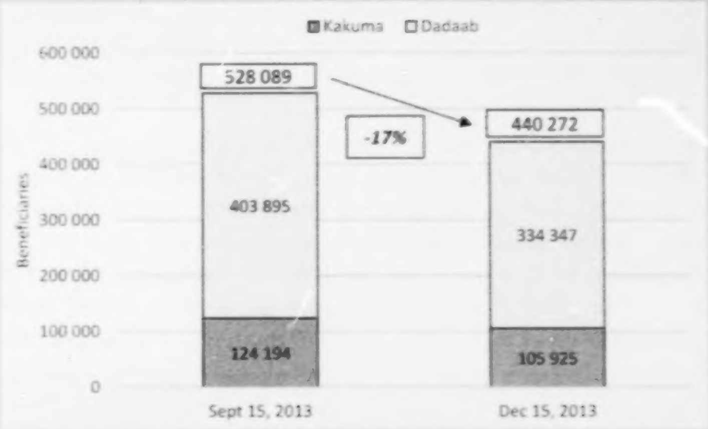
Efficiency Savings

Using biometrics in general food distributions in refugee camps in Kenya

In October 2013 routine fingerprint checks were introduced in Dadaab and Kakuma refugee camps to prevent the use of ration cards by people uneligible for general food distributions. In partnership with UNHCR, WFP checks the fingerprints of every person collecting food against UNHCR's registration database.

After three months there was a 17 percent decrease in the number of rations distributed in the camps (see chart), saving 2,892 mt of food valued at USD 2.9 million.

The project cost USD 4.3 million in the start-up year, with annual costs projected at USD 2 million. With reductions in annual food requirements of USD 12 million, the costs of the new system are expected to be recovered in the first few months of 2014. Monitoring data suggest that the programme is working well, and that the fall in beneficiary numbers was a result of the fingerprint checks. The populations in the camps were stable during the period. Fingerprints could be matched for most eligible beneficiaries, but additional verification by photograph or interview was needed in 4 percent of cases. No change in food prices was noted in surrounding areas. Most beneficiaries reported satisfaction with the new system.[56]



Timely responses to assessed needs

233. Analysis of the relevant indicators – including response time in sudden-onset emergencies, advance financing availability and lead-time reduction – showed that performance against this management result was mixed. As part of the organizational strengthening exercise, the PREP was created to optimize partnerships with national authorities and to enable WFP to prepare and implement more efficient and effective emergency responses by 2014. Through PREP, WFP has also begun to internalize the Transformative Agenda of the IASC.

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[56] Bauer, J.M., Akakpo, K., Enlund, M. and Passeri, S. 2013. *A new tool in the toolbox: using mobile text for food security surveys in a conflict setting. Humanitarian Practice Network's Online Exchange. Available at:* http://www.odihpn.org/the-humanitarian-space/news/announcements/blog-articles/a-new-tool-in-the-toolbox-using-mobile-text-for-food-security-surveys-in-a-conflict-setting

Efficiencies: Supply Chain Management

During 2013, WFP faced a major challenge in maintaining supply chains for the Level 3 emergencies in the Central African Republic, the Philippines, the Syrian Arab Republic and South Sudan, which required 450,000 mt of food delivered through several corridors to ensure that 6.5 million people received timely humanitarian assistance.

To respond to this challenge, the Supply Chain Management Working Group was set up and a supply chain management report dashboard was generated within 48 hours of emergencies to visualize aspects of the supply chains: needs, funding, advance financing options such as the Forward Purchase Facility, and updated sourcing, delivery and distribution status and options.

In addition, a pipeline management tool was developed, and capacities in the Logistics Development Unit were augmented to prepare the dashboard and help budget services in Headquarters manage the high number of requests for advance financing. In the case of Level 3 emergencies, resource management analysts were sent to emergency locations to accommodate the increased workload.

During the emergency operation (EMOP) for the Syrian Arab Republic, the dashboard informed decisions for optimizing the food basket, and on sourcing, delivery and the use of advance financing. This minimized pipeline breaks; 90 percent of EMOP beneficiaries were reached in 2013.

234. WFP's Level 3 sudden-onset emergency response in November 2013 to provide food assistance for people affected by typhoon Haiyan in the Philippines reached the beneficiaries within 96 hours; the target time was 72 hours. WFP had no operational presence in the area, but some staff had been deployed just before the typhoon made landfall and first responders were deployed within 24 hours. The response was delayed by factors such as the scale of destruction affecting land, air and sea transport facilities: the fact that WFP was unable to provide food assistance within 72 hours will be reviewed in evaluations and audits of the response and in the Level 3 lessons-learned exercise.

Efficiency Savings

Using SMS for food security surveys in a conflict setting

Collecting data on household food security through mobile telephones may be cheaper and faster than through WFP's standard interviews. A WFP field test compared face-to-face emergency food security assessment with mobile text surveys in North Kivu province of the Democratic Republic of the Congo, which was experiencing conflict, restricted humanitarian access and large-scale displacement.

Data obtained through mobile texts was found to be more efficient in terms of cost and time than face-to-face surveys to monitor trends in the reduced coping strategies index; data quality was comparable. But the quality of data obtained from face-to-face surveys for the food consumption score, which had more questions and was more complex, was higher. The field test highlighted the potential of mobile text surveys in areas where humanitarian access is limited in that data can be collected without risk to staff. Mobile text surveys could be used to enhance the Integrated Food Security Phase Classification vulnerability assessment process, which relies on up-to-date household food security information. The findings from the field test include:

Face-to-face:	6 weeks for 2,700 questionnaires	USD 22 per person
Mobile text survey:	1–2 weeks for 1,000–2,000 questionnaires	USD 5 per person

235. Improvements were noted, however, in other measures of response time For projects that did not include a sudden-onset emergency, the lead time from purchase requisition to delivery of food to the recipient country was reduced by 70 percent as a result of using FPF. In 2013, the average lead time of 106 days for normal operations was reduced by 71 percent overall – well above the 50 percent target and an improvement on 2012. When food purchases were made with a combination of the advance financing mechanism and FPF, the average lead time was reduced by 83 percent.

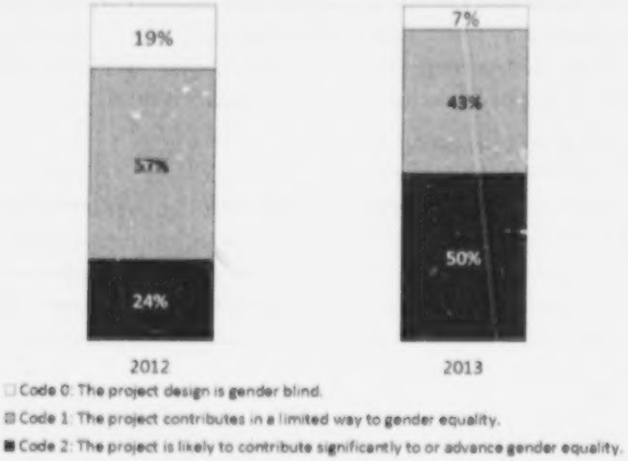
Appropriate strategic response was provided

236. Since the presentation of the Management Plan (2013–2015), significant changes have been made to the programme of work. The proportion of resources spent on emergencies was 20 percent higher than planned as a result of the expansion of the Syrian Arab Republic crisis and the activation of three other Level 3 emergencies. One consequence was that investment in the Strategic Objectives was reduced, except for Strategic Objective 5, but capacity development was maintained at the planned level throughout.

237. Expenditures for Strategic Objective 1 remained as planned, with slight increases in the proportion of programmes with general food distribution components. Consequently, there was less general food distribution under Strategic Objective 2, with more resources allocated to food assistance for assets. The average deviation of expenditures by activity type in all the Strategic Objectives amounted to 3 percent. Twelve countries were identified to undertake the strategic planning process in line with UNDAFs, national planning processes and WFP's project cycle, of which eight implemented the actions on time in 2013, exceeding the target.

238. Significant progress was made in 2013 in mainstreaming gender into WFP's programming. The proportion of new projects with a gender marker code of 2A or 2B, which show that gender concerns are adequately addressed, doubled to 50 percent in 2013 from 24 percent in 2012. The proportion with a gender marker code of 0, which means that gender concerns are not adequately addressed, decreased by half (see Figure 10). WFP is on track to achieve the target of 100 percent of new projects with a gender marker code of 2A by the end of 2014, thanks largely to training in the regional bureaux for Country Directors, Deputy Country Directors and Heads of Programme.

Figure 10: ***Progress made since 2012 with the Gender Marker***



239. One challenge in achieving a gender marker code of 2 is the availability of gender-sensitive food-security data at the field level and constructing the gender marker code, particularly in sudden-onset emergencies. The proportion of projects with a gender marker code was 17 percent for emergency operations, 56 percent for PRROs and 67 percent for development projects and country programmes. WFP will therefore establish the relevant good practices, develop analytical tools, provide training at the field level and share knowledge across the organization.

240. Adequate reporting rates on indicators such as the gender marker code are instrumental for reviewing project results and identifying improvements. In 2013, WFP reported for the last time against the indicators in the 2008–2013 SRF. For all projects, WFP reported on 73 percent of the outcome indicators in the logical frameworks. This slight decrease from 2012 is largely attributable to: i) contextual factors that impeded WFP's access to intervention areas for primary monitoring and data collection, resulting in increased reliance on cooperating partners; and ii) prioritization of monitoring resources to start the collection of data on the new SRF indicators.

241. Various initiatives to improve monitoring came to fruition in 2013. The 2014–2017 SRF approved by the Board included improved measurement indicators and normative business rules intended to enhance outcome monitoring; WFP's first standard operating procedures for monitoring were also issued. Additional monitoring and evaluation (M&E) staff were deployed to each regional bureau in late 2013, and corporate monitoring guidance materials and guidance notes for the SRF indicators were updated. The first module of the Country Office Monitoring and Evaluation Tool – WFP's first overall monitoring system – was implemented in all country offices during 2013.

242. The 2014–2017 SRF includes several new indicators, so further fluctuation in the reporting rate is to be expected. Measures in 2014 to mitigate this concern include the development of guidance notes covering all indicators, training, financial support for countries needing assistance in outcome monitoring, and the launch of an online M&E learning platform.

Conclusions

243. WFP's strong performance in 2013 in relation to the Strategic Plan was supported by the MRDs and the roll-out of Fit for Purpose. Fundraising was generally successful, reflecting global understanding of the importance of food assistance, especially in emergencies; WFP will continue to advocate for multilateral funding and a larger resource base with a view to enhancing overall performance. The representation of women and diversity in senior positions were stable but low in 2013: improvement will be a major issue in the coming years. Completion rates for PACE among international and senior staff exceeded 90 percent, substantially more than in previous years: this will support the People Strategy from 2014.

244. Attention will be given to areas of limited progress. Work to support learning and innovation – notably PREP – was undertaken, but was unevenly spread across WFP. The security of WFP's facilities and staff increased in 2013, but hazards also increased: it is critical that more is done to ensure that we reach the most vulnerable people. The cost per beneficiary was higher in 2013, but so was the average value of transfers to beneficiaries in terms of feeding days, resilience and specialized nutritional products. The concentration of resources on fewer beneficiaries resulted in the strong performance noted in Part II, even allowing for the realignment of funding in response to the Level 3 emergencies. WFP will continue to seek efficiencies with a view to maximizing value for our beneficiaries. The initiatives to increase value for money are highlighted in the efficiency vignettes.

PART IV – LOOKING FORWARD

245. WFP recognizes the importance of a results-based culture in which successes and challenges are noted and communicated. Performance assessment – a defining aspect of this culture – shapes decisions made with a view to maximizing value for money and building public interest in addressing the challenges of hunger. For every decision, every programme and every dollar spent, WFP will track the results in terms of service to its beneficiaries and progress towards Zero Hunger.

246. WFP's performance in 2013 was enhanced by the initiatives of the organizational strengthening exercise and the focus on the country offices for the delivery of food assistance. This process will continue in 2014, and the positive changes promised through the Framework for Action will start to take effect. Part of this organizational change is the development of enhanced performance management systems that will be more consistent and comprehensive in capturing results and communicating the benefits of WFP's operations.

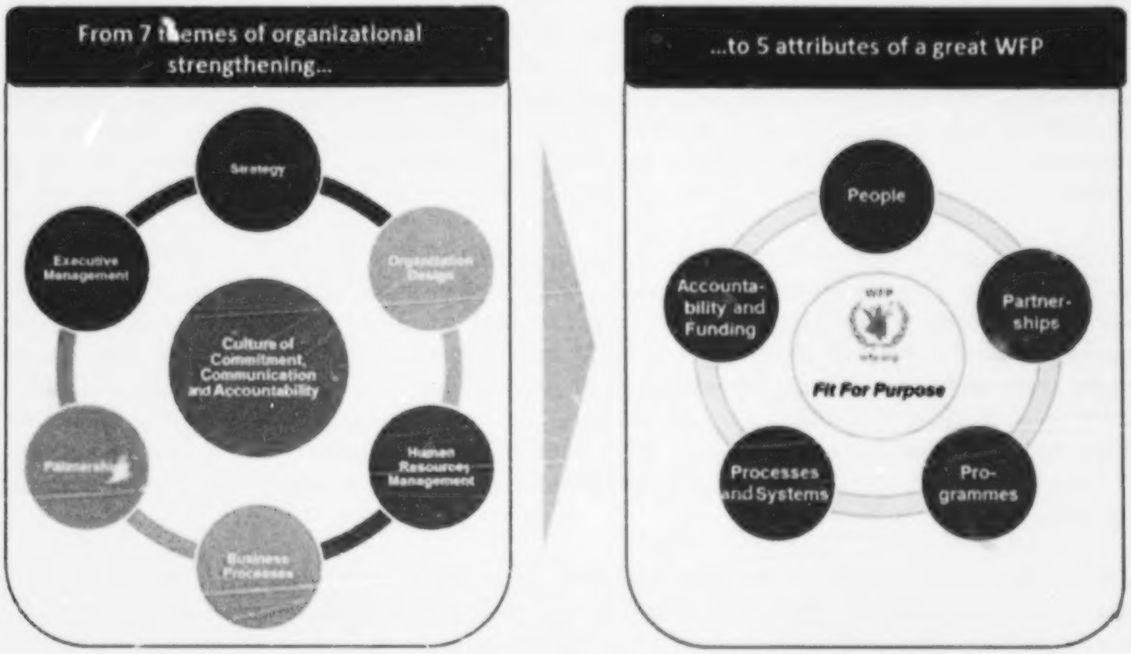
The Strategic Plan (2014–2017)

247. The Strategic Plan (2014–2017) sets out the drivers for priority action in 2014. It consolidates the shift from food aid to food assistance and re-commits WFP to responding to shocks, restoring and rebuilding lives and livelihoods, reducing vulnerability and building lasting resilience. The four Strategic Objectives ensure a commitment to building national capacities and to ensuring that all activities are gender-sensitive.

248. To deliver the Strategic Plan, WFP will optimize its management practices in terms of five priorities (see Figure 11):

- People. WFP will be people-centred, investing in staff capability and performance in a culture of commitment, communication and accountability.
- Partnerships. WFP will be the preferred partner for beneficiaries, communities, governments, United Nations agencies, NGOs and the private sector.
- Processes and Systems. WFP will have optimum processes and systems for project design and implementation, supply chains, learning, knowledge-sharing and innovation.
- Programmes. WFP will have programmes that deliver effectively and efficiently to beneficiaries and that build capacities.
- Accountability and Funding. WFP will be transparent, providing value for money and being accountable for all resources, and it will be fully funded.

*Figure 11: **Organizational Strengthening and WFP's Five Attributes***


From 7 themes of organizational strengthening...
Strategy
Organization Design
Human Resources Management
Business Processes
Partnerships
Executive Management
Culture of Commitment, Communication and Accountability
...to 5 attributes of a great WFP
People
Partner-ships
Pro-grammes
Processes and Systems
Accounta-bility and Funding
WFP
Fit For Purpose

Priority 1: People

WFP will invest in staff capabilities and performance

249. The shift to food assistance requires WFP staff to extend their capabilities so that they can respond to needs ranging from reducing malnutrition in complex emergencies to addressing the root causes of hunger through resilience-building and capacity development activities. WFP's success depends on the ability of its staff to respond rapidly and effectively to changing operational and global conditions.

250. WFP is therefore developing a People Strategy to build an engaged workforce with the skills to fill a variety of roles. Linkages between accountability and performance will be reinforced, and investments in staff in the country offices, regional bureaux and Headquarters will be made. WFP will define career paths for different job levels and functions. Career development tools will be enhanced and linked with recruitment and performance management. The strategy will ensure that all WFP employees see themselves as part of a team and that they are committed to delivering the Strategic Plan.

251. The People Strategy aims to increase gender parity and the representation of international professionals from developing countries, particularly at the leadership level. This will be achieved by ensuring that diversity and inclusion are intrinsic elements in promotions, reassignments, external appointments and the planned leadership and career-development programme for women at the P4 to D1 levels.

Priority 2: Partnerships

WFP will be the preferred and trusted partner

252. WFP aims to be the partner of choice in programmes that contribute to the elimination of hunger. A Corporate Partnership Strategy is being developed for this purpose that will guide the development of partnerships at country offices, regional bureaux and Headquarters. WFP's traditional partnerships with governments, United Nations agencies and international NGOs will be augmented by partnerships with regional organizations, local NGOs, commercial companies and philanthropic foundations.

253. WFP is engaged with partners in the Zero Hunger Challenge, and will work with WHO and UNICEF to reduce stunting among children and with FAO to promote access to adequate food all year round through activities such as safety nets and cash and voucher transfers. With FAO, IFAD, the International Food Policy Research Institute (IFPRI) and Bioversity International, WFP will continue to promote sustainable food systems by working with governments on policies and capacities to manage disaster risks; it will also contribute to the doubling of productivity and incomes among smallholder farmers through P4P and the rehabilitation of productive assets with IFAD, the World Bank and FAO. And WFP will work with FAO to develop improved, cost-effective storage systems with a view to minimizing post-harvest losses.

254. WFP will remain focused on the MDGs, particularly for countries with severe nutrition and food-security challenges, and will continue to engage in the post-2015 development agenda. With the RBAs and other partners, WFP will work to break the cycle of hunger for the most vulnerable and to address the underlying causes of food insecurity and malnutrition by helping to develop sustainable agricultural and food access systems. The focus on food security, nutrition and sustainable agriculture in the post-2015 development agenda is justified by studies showing that reductions in poverty do not translate into proportional reductions in food insecurity or improved nutritional outcomes.[10]

255. The post-2015 development agenda includes Sustainable Development Goals to be adopted by United Nations Member States in September 2015. The adoption of the Hyogo Framework for Action 2 is planned for March 2015, and parties to the United Nations Framework Convention on Climate Change are committed to reaching a new agreement in December 2015. WFP remains committed to supporting the Committee on World Food Security with regard to the post-2015 development agenda and to dialogue and advocacy with NGO and private-sector partners, and it will be involved in preparations for the 2016 World Humanitarian Summit, which is expected to lead to significant changes in the humanitarian system.

Priority 3: Processes and Systems

WFP will be more efficient

256. Recommendations from the Business Process Review to enhance efficiency were implemented in 2013. WFP will continue to develop efficient processes to improve productivity and minimize unit costs in 2014, and will implement the QCPR decisions in relation to achieving efficiency savings.

257. To ensure that operational decisions are securely evidence-based, WFP is developing a knowledge-management strategy that includes plans to develop a single access point for all knowledge needs. Data will be accessible to all staff to support their daily decision-making.

258. In view of the significant efficiencies achieved through the FPF in terms of reduced lead times and food purchases made when conditions are favourable, the facility will be extended to enhance WFP's supply chains. This will involve the alignment of WINGS II and other information and reporting systems with the FPF business processes with a view to maximizing the transparency, traceability and visibility of FPF transactions.

259. The new System for Cash Operations (SCOpe) will increase the cost-efficiency of WFP's supply chains and support the scale-up of cash and voucher programmes. WFP will establish SCOpe as a comprehensive tool for managing operations that use immediate cash, cash accounts, paper vouchers and electronic vouchers.

260. The leveraging of complementarities among United Nations agencies will be explored in cash and voucher operations: WFP and UNHCR, for example, are working on an integrated system to provide food and housing assistance for Syrian refugees in Egypt.

Priority 4: Programmes

WFP will deliver effectively and efficiently, and will build capacity

261. WFP's performance in 2013 was marked by strong performance in its response to the four Level 3 emergencies and clear progress in Strategic Objective 5 for the first time. The mixed progress in Strategic Objective 4 will be addressed through analysis of outcomes and the contexts of operations that made slow progress (see Part II).

262. To ensure that its programmes deliver equitably to girls, boys, women and men, WFP will develop a new gender policy based on an evaluation of the 2009 policy. The aim is to improve gender mainstreaming throughout the programme cycle by ensuring that all new projects get a gender marker score of 2A or 2B, and meet or exceed United Nations System-Wide Action Plan (SWAP) performance standards by the end of 2014.

263. The P4P pilot, which built up WFP's expertise in promoting the incomes and productivity of smallholder farmers, has been incorporated into the Strategic Plan (2014–2017). The P4P programme will continue to leverage WFP's purchasing power for the development of local agricultural markets, and it will be integrated with activities addressing nutrition, home-grown school feeding and resilience and climate-change adaptation with a view to greater effectiveness and impact.

264. WFP will launch the Food Security Climate Resilience Facility (FoodSECuRE) in 2014, an innovative funding method that will provide financing to tackle the climate-induced food insecurity that is expected to affect an additional 100 million to 200 million people by 2050; it will be a viable mechanism for supporting resilience-building before and after climatic shocks. It will be deployed initially in the Horn of Africa, the Sahel and South Asia.

Priority 5: Accountability and Funding

WFP will be accountable and will provide value for money

265. Recent reviews of WFP's management processes, requested by donors, show that it is a pace-setter in the United Nations in terms of transparency, risk management, oversight and fiscal management.[57] The MOPAN review identified opportunities for mainstreaming gender equality and results-based budgeting, which will be a priority from 2014, along with work on ways of demonstrating value for money in line with Fit for Purpose.

266. The business rules accompanying the new SRF will specify minimum requirements for measurement of outcome-level indicators such as setting baselines and targets with a view to improving reporting and accountability. WFP will also enhance decentralized evaluations.

267. In moving to performance-based budgeting, WFP will link the PSA and extra-budgetary resource requests with performance under the 2014–2017 MRF: this will ensure that allocations reflect corporate priorities and provide a consistent basis for reporting in relation to budget allocations. The Management Plan (2015–2017) will have provisions to increase this linkage between budgeting and performance.

268. The Financial Framework Review will help to improve the stability of funding to enable WFP to implement more efficient and effective operations. The various working capital and advance funding facilities will be rationalized with a view to increasing their flexibility, and WFP will review its approach to indirect support costs in consultation with the Board.

269. Improving accountability will remain a priority. The new executive management compacts will increase accountability among senior staff, and office-level performance planning and review and individual staff appraisals will be enhanced. WFP will reflect the guidance issued by COSO in its internal control system.

270. WFP will continue to contribute to reporting on United Nations system-wide results through the QCPR on issues such as gender, transition and capacity development. From 2015, this information will inform the Secretary-General's annual report to ECOSOC on the implementation of the QCPR. The standard operating procedures for countries adopting Delivering as One will include annual reporting on United Nations country-level results, to which WFP country offices will contribute.

271. WFP will continue to seek to increase the number of donors and to increase the share of multi-year and multilateral funds for its operations in line with the 2013–2017 private-sector partnerships and fundraising strategy, and will also assess the capacity-building components of private-sector partnerships.

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[57] MOPAN. 2014. *The 2013 MOPAN Assessment Report on WFP*. Available at: http://www.mopanonline.org. Department for International Development (United Kingdom) (DFID). 2013. *Multilateral Aid Review Update: Driving reform to achieve multilateral effectiveness*. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/264615/MAR-review-dec13.pdf

Conclusions

272. WFP will continue to adapt, improve and innovate in seeking to eliminate hunger. Performance reporting will be vital in decision-making in the context of decreasing ODA and pressure from stakeholders to demonstrate results.

273. This APR reflects significant achievements in terms of the Strategic Objectives and management results, and improved performance reporting. Areas where WFP can do even better are highlighted, and the continued implementation of organizational strengthening and the deployment of more effective operational tools will enable WFP to improve its performance in the years ahead and transform the lives of the hungry poor.

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ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS

KEY FIGURES (not including activities undertaken as part of trust fund projects)

2011	2012	2013	
MDG 1 Eradicate extreme poverty and hunger			
BENEFICIARIES			
99.1	97.2	80.9	million hungry people in 75 countries (75 countries in 2011 and 80 in 2012)
82.9	82.1	67.9	million women and children
2.6	2.4	4.2	million refugees
15.1	6.5	8.9	million internally displaced persons
3.1	0.7	0.5	million returnees
4.4	6.0	7.9	million 'cash and vouchers' beneficiaries
QUANTITY OF FOOD AID			
3.6	3.5	3.1	million mt of food distributed
2.4	2.1	2.1	million mt of food procured
DEVELOPING COUNTRIES AND WFP ASSISTANCE			
96.0	90.0	90.0	percent of development multilateral resources reaching concentration criteria countries
72.4	77.5	74.0	percent of development resources reaching least-developed countries
71.4	86.0	85.9	percent of food procured, by tonnage in developing countries
60.6	67.7	48.0	percent of WFP's resources reaching sub-Saharan African countries
MDG 2 Achieve universal primary education			
23.2	22.2	18.6	million schoolchildren received school meals/take-home rations
48.3	49.0	49.0	percent were girls
MDG 3 Promote gender equality and empower women			
51.7	51.7	51.9	percent of beneficiaries were women or girls
n/a	0.7	0.9	female to male ratio in leadership positions of food management committees
n/a	1.5	0.9	ratio of female to male holders of household food entitlements
n/a	0.8	0.9	ratio of female to male members of food management committees trained on food distribution
MDG 4 Reduce child mortality			
63.2	63.7	50.8	million children were assisted in WFP operations
11.1	9.8	7.8	million malnourished children received special nutritional support
MDG 5 Improve maternal health			
3.1	2.9	3.0	million vulnerable women received additional nutritional support

ANNEX I: WFP'S CONTRIBUTION TO THE MILLENNIUM DEVELOPMENT GOALS

KEY FIGURES

2011	2012	2013	
MDG 6 Combat HIV/AIDS, malaria and other diseases			
16	14	15	of the 25 highest HIV and AIDS prevalence countries received WFP assistance
2.3	1.6	1.3	million people affected by HIV and AIDS received WFP food assistance
38	33	31	countries received assistance for TB and HIV and AIDS prevention activities
MDG 7 Ensure environmental sustainability			
21.3	15.1	15.1	million people received WFP food as an incentive to build assets, attend training to build resilience to shocks and preserve livelihoods
MDG 8 Develop a global partnership for development			
17	20	20	standby partners
4	3	3	FAO/WFP crop and food supply assessment missions conducted
7	11	13	UNHCR/WFP joint assessment missions conducted
93.7	64.4	88.4	USD million support provided by corporate and private entities donating cash and in-kind gifts
2 147	1 447	1 340	non-governmental organizations worked with WFP

ANNEX II-A: WFP STRATEGIC RESULTS FRAMEWORK (STRATEGIC PLAN 2008–2013)

Please note:
The framework pertains to all results obtained with WFP assistance and support (for households, communities, governments and other entities such as schools).

Indicators are distinguished in the framework by font type as follows:

- Regular text: Internationally recognized indicators, based on agreed standards and used by United Nations agencies
- **Bold**: Developed in cooperation with WFP's operational partners
- *Italic*: WFP-specific methodological standards

<table>
<tr><td colspan="3">STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES
Goals
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels
2. To protect livelihoods and enhance self-reliance in emergencies and early recovery
3. To reach refugees, IDPs and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks</td><td>Impact: Contribution to MDGs 1 and 4</td></tr>
<tr><th>Outcome</th><th>Indicator</th><th>Corporate target and performance measure[1]</th><th>Project target and data source</th></tr>
<tr><td>Outcome 1.1 Reduced or stabilized acute malnutrition in target groups of children and/or populations</td><td>1.1.1 Prevalence of acute malnutrition among children under 5[2] (weight-for-height as %)[3]</td><td>Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects</td><td>Target: Population-specific – Reduction in acute malnutrition prevalence rate
Source: Survey data and/or monitoring data</td></tr>
<tr><td></td><td></td><td>Stabilized prevalence of acute malnutrition among children under 5 for 80% of projects</td><td>Target: Population-specific – Acute malnutrition prevalence rate stabilized at pre-emergency levels
Source: Survey data and/or monitoring data</td></tr>
<tr><td></td><td>1.1.2 Prevalence of low MUAC among children under 5[4, 5]</td><td>Low MUAC prevalence stabilized for 80% of projects</td><td>Target: Population-specific – Stabilized prevalence of low MUAC
Source: Survey data or assessment data</td></tr>
<tr><td></td><td>1.1.3 Supplementary feeding performance rates[6]</td><td>Target met for 80% of projects</td><td>Target: Population-specific[7]
Source: Programme monitoring</td></tr>
</table>

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[1] Only projects aligned with a specific Strategic Objective report on corporate indicators. Results analysis will only include data reported from these projects.

[2] Projects targeting children under 2 should measure prevalence of acute malnutrition of this target group.

[3] The prevalence rate of acute malnutrition among children under 5 is a proxy for the nutritional status of the population.

[4] Prevalence of low MUAC among children under 5 is a proxy for the nutritional status of the population.

[5] Projects targeting children under 2 should measure prevalence of low MUAC in this target group.

[6] Recovery, Death, Default and Non-response rates. These rates only apply in the context of treatment of moderate acute malnutrition (targeted interventions).

[7] SPHERE standards (Recovery rate > 75%; Death rate < 3%; Default rate < 15%; Non-response rate < 5%) should be used as guidance.

<table>
<tr><td colspan="3">STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES
Goals
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels
2. To protect livelihoods and enhance self-reliance in emergencies and early recovery
3. To reach refugees, IDPs and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks</td><td>Impact: Contribution to MDGs 1 and 4</td></tr>
<tr><td>Outcome</td><td>Indicator</td><td>Corporate target and performance measure[1]</td><td>Project target and data source</td></tr>
<tr><td>Outcome 1.2: Improved food consumption over assistance period for target households[8]</td><td><i>1.2.1 Household food consumption score</i>[9]</td><td>Score exceeded the threshold for 80% of projects</td><td>Target: Food consumption score exceeded 21 or 28[10] for target households
Source: Annual survey data</td></tr>
<tr><td>Outcome 1.3: Stabilized enrolment of girls and boys at high risk of dropping-out from target primary schools</td><td><i>1.3.1 Retention rate</i></td><td>Retention rate met for 80% of projects</td><td>Target: Retention rate reached 70% for girls and boys in emergency situations
Source: Survey data</td></tr>
<tr><td>Outcome 1.4: Maintained access to services for anti-retroviral therapy (ART), tuberculosis (TB) treatment and/or prevention of mother-to-child transmission (PMTCT)</td><td>1.4.1. Default rate[11]</td><td>Target met for 80% of projects</td><td>Target: Default rate <15%
Source: Programme monitoring</td></tr>
</table>

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[8] Livelihood activities with food-security objectives contribute to this outcome (indicator to measure livelihood/asset protection is under development). Results will be disaggregated by target groups: IDPs, refugees, conflict- and/or disaster-affected households with schoolchildren or hosting orphans and other vulnerable children (OVC).

[9] Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the Household Food Consumption Score module to indicate changes in the quality of the diets.

[10] Threshold depends on local eating habits and diet composition.

[11] This indicator will be reported towards universal access to services for ART, TB treatment and/or PMTCT.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES **Goals** 1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, IDPs and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks		**Impact: Contribution to MDGs 1 and 4**
Output		**Indicator**
Output 1.1:[12] Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions (to be used for Strategic Objectives 1–4)	1.1.1	Number of women, men, girls and boys receiving food, non-food items, cash transfers and vouchers, by category, activity, transfer modality and as % of planned
	1.1.2	Tonnage of food distributed, by type, as % of planned distribution[13]
	1.1.3 (a)	Quantity of fortified foods, complementary foods and specialized nutritional products distributed, by type, as % of planned distribution
	1.1.3 (b)	Quantity of fortified foods, complementary foods and specialized nutritional products distributed, by type, as % of actual distribution
	1.1.4	Quantity of non-food items distributed, by type, as % of planned distribution
	1.1.5	Total amount of cash transferred to beneficiaries
	1.1.6	Total food/cash equivalent of vouchers distributed
	1.1.7	WFP expenditures related to distribution of food, non-food items, cash transfers and vouchers, by activity and transfer modality (USD)
	1.1.8	Number of institutional sites assisted (e.g. schools, health centres, etc.)
	1.1.9	Number of United Nations agencies/international organizations that collaborate in the provision of complementary inputs and services
	1.1.10	Number of NGOs that collaborate in the provision of complementary inputs and services
	1.1.11	Number of joint United Nations programmes/activities

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[12] This is the corporate output to be reported for all activities that include distribution of food and/or non-food items. Additional outputs are to be reported as they apply, by Strategic Objective.

[13] Planned distribution includes quantity, quality and timeliness.

<table>
<tr><td colspan="3">STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES
Goals
1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters
2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change</td><td>Impact: Contribution to MDGs 1 and 7</td></tr>
<tr><td>Outcome</td><td>Indicator</td><td>Corporate target and performance measure</td><td>Project target and data source</td></tr>
<tr><td>Outcome 2.1: Early-warning systems; contingency plans;[14] food security monitoring systems set in place and enhanced with WFP capacity development support</td><td>2.1.1 Disaster preparedness index</td><td>Government capacity strengthened as per plan for 80% of countries supported</td><td>Target: Disaster preparedness index reached at or greater than 7, indicating that government capacity in disaster preparedness and food security information management increased with WFP support
Source: Annual monitoring and/or survey data</td></tr>
<tr><td>Outcome 2.2: Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger</td><td><i>2.2.1 Household food consumption score</i>[15]</td><td>Score exceeded the threshold for 80% of projects</td><td>Target: Food consumption score stabilized at or greater than 35/42 for target households
Source: Annual survey data</td></tr>
<tr><td>Outcome 2.3: Hazard risk reduced at community level in target communities</td><td><i>2.3.1 Household asset score</i>[16]</td><td>Risk reduction and disaster mitigation assets increased for 80% of projects</td><td>Target: Asset score threshold set to capture increase (created or restored) in household disaster mitigation assets over base level
Source: Survey data</td></tr>
</table>

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[14] Refers to government or inter-agency contingency plans.

[15] Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

[16] In this context, **household disaster mitigation assets** include both **natural** (e.g. water, fruit trees) and **physical** (e.g. plough, fishing gear) assets.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES **Goals** 1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters 2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change			**Impact: Contribution to MDGs 1 and 7**
	2.3.2 *Community asset score*[17]	Risk reduction and disaster mitigation assets increased for 80% of projects	Target: Asset score threshold set to capture increase (created or restored) in community disaster mitigation assets over base level Source: Survey data
Output	**Indicator**		
(refer to **Output 1.1** for distribution of food and non-food items, cash transfers and vouchers)			
Output 2.1: Disaster mitigation measures set in place with WFP capacity development support	2.1.1 Risk reduction and disaster preparedness and mitigation systems set in place, by type (early-warning systems; contingency plans; food security monitoring systems, etc.)		
Output 2.3: Built or restored disaster mitigation assets by target communities	2.3.1 Risk reduction and disaster mitigation assets created or restored, by type and unit of measure (area in hectares protected/improved; number of trees planted; dams constructed, etc.)		

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[17] In this context, **community disaster mitigation assets** include both **natural** (e.g. shelterbelts, trees planted) and **physical** (e.g. dykes, shock-resistant roads) assets.

<table>
<tr><td colspan="3">STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS
Goals
1. To support the return of refugees and IDPs through food and nutrition assistance
2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks
3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflicts</td><td>Impact: Contribution to MDGs 1 and 7</td></tr>
<tr><th>Outcome</th><th>Indicator</th><th>Corporate target and performance measure</th><th>Project target and data source</th></tr>
<tr><td>Outcome 3.1: Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees[18]</td><td><i>3.1.1 Household food consumption score</i>[19]</td><td>Score exceeded the threshold for 80% of projects</td><td>Target: Food consumption score exceeded 35/42 for target households
Source: Annual monitoring and/or survey data</td></tr>
<tr><td>Outcome 3.2: Increased access to assets in fragile, transition situations for target communities</td><td><i>3.2.1 Community asset score</i>[20]</td><td>Functioning, useful productive assets increased for 80% of projects</td><td>Target: Asset score threshold set to capture increase (created or restored) in functioning productive community assets over base level
Source: Survey data</td></tr>
<tr><td rowspan="2">Outcome 3.3: Stabilized enrolment for girls and boys, including IDPs and refugees, in assisted schools at pre-crisis levels</td><td><i>3.3.1 Retention rate</i></td><td>Retention rate met for 80% of projects</td><td>Target: Retention rate reached 85% for girls and boys in post-crisis situations
Source: Survey data</td></tr>
<tr><td>3.3.2 Enrolment: average[21] annual rate of change in numbers of girls and boys enrolled</td><td>Annual rate of increase of 5% met or exceeded for 80% of projects</td><td>Target: Annual rate of increase in numbers of girls and boys enrolled reached 5%
Source: Annual monitoring and/or survey data</td></tr>
</table>

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[18] Results will be disaggregated by target groups: IDPs, refugees, conflict-affected, disaster-affected, households with schoolchildren or hosting orphans and OVC. Mitigation and safety-net programmes, for households affected by HIV, contribute to this outcome. Household support can also contribute to improved adherence to ART or improved success of TB treatment for the individual client.

[19] Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

[20] In this context, **community assets** include **natural** (e.g. ponds, springs), **physical** (e.g. dams, roads to markets) and **social infrastructure** (e.g. schools, health centres) assets.

[21] Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS **Goals** 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflicts			**Impact: Contribution to MDGs 1 and 7**
Outcome	**Indicator**	**Corporate target and performance measure**	**Project target and data source**
Outcome 3.4 (a): Reduced acute malnutrition in target groups of children and/or populations	3.4.1 Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	Reduction in acute malnutrition prevalence achieved among children under 5 for 80% of projects	Target: Population-specific – Reduction in acute malnutrition prevalence rate Source: Survey data and/or monitoring data
	3.4.2 Prevalence of low MUAC among children under 5	Low MUAC prevalence stabilized for 80% of projects	Target: Population-specific – Stabilized prevalence of low MUAC Source: Survey data and/or assessment data
	3.4.3 Supplementary feeding performance rates[22]	Target met for 80% of projects	Target: Population-specific[23] Source: Programme monitoring
Outcome 3.4 (b): Reduced stunting in targeted children/targeted populations in post-crisis situations	3.4.4 Prevalence of stunting among children under 2 (height-for-age as %)	Reduction in stunting prevalence achieved among children under 2 for 80% of projects	Target: Population-specific – Reduction in prevalence rate of stunting Source: Survey data and/or monitoring data
Outcome 3.5: Improved nutritional recovery of ART and/or TB treatment clients	3.5.1 Nutritional recovery rate[24]	Target met for 80% of projects	Target: Nutritional recovery rate >75% Source: Programme monitoring

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[22] Recovery, death, default and non-response rates. These rates only apply in the context of treatment of moderate acute malnutrition (targeted interventions).

[23] SPHERE standards (Recovery rate > 75%; Death rate < 3%; Default rate < 15%; Non-response rate < 5%) should be used as guidance.

[24] This indicator will be reported separately for ART and/or TB treatment.

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS **Goals** 1. To support the return of refugees and IDPs through food and nutrition assistance 2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks 3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflicts	**Impact: Contribution to MDGs 1 and 7**
Output	**Indicator**
(refer to **Output 1.1** for distribution of food and non-food items, cash transfers and vouchers)	
Output 3.2: Developed, built or restored livelihood assets by targeted communities and individuals	3.2.1 Number of community assets created or restored by targeted communities and individuals, by type and unit of measure

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION **Goals** 1. To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV/AIDS, TB and other pandemics			**Impact: Contribution to MDGs 1, 2, 3, 4, 5 and 6**
Outcome	**Indicator**	**Corporate target and performance measure**	**Project target and data source**
Outcome 4.1(a): Increased production capacity for fortified foods, including complementary foods and specialized nutritional products, in countries supported by WFP	*4.1.1 % increase in production of fortified foods, including complementary foods and specialized nutritional products*	Production target met for 80% of countries supported	Target: Percentage increase in production over assistance period, by commodity type established for each country assisted Source: Capacity assessment
Outcome 4.1(b): Adequate food consumption reached over assistance period for targeted households[25]	*4.1.2 Household food consumption score[26]*	Score exceeded the threshold for 80% of projects	Target: Food consumption score exceeded 35/42 in targeted households Source: Annual household survey or monitoring data
Outcome 4.2: Increased access to education and human capital development in assisted schools	4.2.1 Enrolment: average[27] annual rate of change in number of girls and boys enrolled	Annual rate of increase of 6% met or exceeded for 80% of projects	Target: Annual rate of increase reached 6% Source: Annual monitoring and/or survey data
	4.2.2 Attendance rate: number of schooldays in which girls and boys attended classes, as % of total number of schooldays	Attendance rate of 90% met or exceeded for 80% of projects	Target: Attendance rate reached 90% Source: Annual monitoring and/or survey data

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[25] Mitigation and safety-net programmes, for households affected by HIV contribute to this outcome. Household support can also contribute to improved adherence to ART or improved success of TB treatment for the individual client.

[26] Along with the household food consumption score, country offices are recommended to measure the coping strategy index. Dietary diversity scores can also be computed from the household food consumption score module to indicate changes in the quality of the diets.

[27] Average is calculated by dividing the sum of annual rate of change of each school surveyed by total number of target schools.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION **Goals** 1. To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV/AIDS, TB and other pandemics			**Impact: Contribution to MDGs 1, 2, 3, 4, 5 and 6**
Outcome	**Indicator**	**Corporate target and performance measure**	**Project target and data source**
	4.2.3 Gender ratio: ratio of girls to boys enrolled	Gender ratio set at 1 for 95% of projects	Target: Gender ratio set at 1 Source: Annual monitoring and/or survey data
	4.2.4 Pass rate for girls and boys	Pass rate of 50% met or exceeded for 80% of projects	Target: Pass rate reached 50% Source: Survey data from sampled schools
Outcome 4.3: Improved nutritional status of target groups of women, girls and boys	4.3.1 Prevalence of stunting among target children under 2 (height-for-age as %)[28]	Nutritional target reached for 80% of projects	Target: 10% reduction[29] in stunting prevalence per year Source: Monitoring data and/or survey data
	4.3.2 Prevalence of iron deficiency anaemia (IDA) among target women and children[30]	Nutritional target reached for 80% of projects	Targets: – 10% reduction in IDA prevalence per year if fortified food provided – 20% reduction in IDA prevalence per year if multiple-micronutrient powder provided Source: Monitoring data and/or survey data

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[28] Prevalence of stunting among target children under 5 (height-for-age as %) should be used for projects of a 5-year duration (refer to Indicator Compendium: project-specific).

[29] Indicates percent reduction, not a percentage point reduction.

[30] <110 g/l for pregnant women; <120 g/l for non-pregnant women; <110 g/l for children aged 6–59 months; <115 g/l for schoolchildren 5–11 years; <120 g/l for schoolchildren 12–14 years.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION **Goals** 1. To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger 2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools 3. To meet the food and nutrition needs of those affected by HIV/AIDS, TB and other pandemics			**Impact: Contribution to MDGs 1, 2, 3, 4, 5 and 6**
Outcome	**Indicator**	**Corporate target and performance measure**	**Project target and data source**
Outcome 4.4 : Improved adherence to ART and/or success of TB treatment for target cases[31]	4.4.1 ART adherence rate[32]	ART adherence rate target reached for 80% of projects	Target: Population-specific – Adherence rate to ART Source: Monitoring data and/or survey data
	4.4.2 TB treatment success rate[33]	Treatment success rate[34] of 85% reached for 65% of projects	Target: 85% TB treatment success rate[35] Source: Monitoring data and/or survey data
Output	**Indicator**		
(refer to **Output 1.1** for distribution of food and non-food items, cash transfers and vouchers)			

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[31] Case of tuberculosis refers to a patient in whom tuberculosis has been confirmed by bacteriology or diagnosed by a clinician (WH0, 2007).

[32] For projects performing Care and Treatment programmes, it is mandatory to report *ART nutritional recovery rate* in addition to *ART adherence rate*.

[33] For projects performing Care and Treatment programmes, it is mandatory to report *TB nutritional recovery rate* in addition to *TB treatment success rate*.

[34] TB treatment success rate is % of TB cases who are cured plus % of those with a course of treatment completed (WHO, 2007).

[35] WHO's international target for patients going on TB treatment (WHO, 2007); Global tuberculosis control: surveillance, planning, financing (WHO, 2008)

<table>
<tr><td colspan="3">STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE
Goals
1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities
2. To develop clear hand-over strategies to enhance nationally owned hunger solutions
3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger</td><td>Impact: Contribution to MDGs 1 and 8</td></tr>
<tr><td>Outcome</td><td>Indicator</td><td>Corporate target and performance measure</td><td>Project target and data source</td></tr>
<tr><td>Outcome 5.1: Increased marketing opportunities at national level with cost-effective WFP local purchases</td><td><i>5.1.1 Food purchased locally, as % of food distributed in-country</i></td><td>Target met for food purchased locally in 80% of countries supported</td><td>Target: Set for country – % increase in food purchased locally and cost-effectively
Source: Annual monitoring data and cost-effectiveness analysis</td></tr>
<tr><td>Outcome 5.2: Progress made towards nationally owned hunger solutions[36]</td><td>5.2.1 National capacity index (NCI), by hunger solution</td><td>Target met for 80% of projects</td><td>Target: Set for country – Threshold set to capture increase in national capacity (based on initial assessment, by hunger solution)
Source: Capacity assessment exercise</td></tr>
</table>

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[36] Hunger solutions are about investing in people through effective, targeted social protection programmes, including sustainable home-grown and country-led responses to the urgent challenges of hunger and malnutrition facing the most vulnerable and poor people. Hunger solutions include P4P activities, targeted productive and social safety net programmes, home-grown school feeding, nutrition programmes, enhancing the resilience of vulnerable people through community-level disaster risk reduction, risk transfer and insurance schemes, natural resources management, asset creation, livelihoods diversification and infrastructure development programmes.

<table>
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3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger</td><td colspan="2">Impact: Contribution to MDGs 1 and 8</td></tr>
<tr><td>Output</td><td colspan="2">Indicator</td></tr>
<tr><td>Output 5.1: Food purchased locally</td><td>5.1.1</td><td>Tonnage of food purchased locally, by type and country classification</td></tr>
<tr><td rowspan="4">Output 5.2: Capacity and awareness developed through WFP-led activities</td><td>5.2.1</td><td>Number of government/national partner staff receiving WFP technical assistance and training[37]</td></tr>
<tr><td>5.2.2</td><td>Number of national food security/nutrition programmes[38] receiving WFP technical assistance</td></tr>
<tr><td>5.2.3</td><td>WFP expenditures for technical assistance to strengthen national capacity (USD)</td></tr>
<tr><td>5.2.4</td><td>Number of WFP-managed hunger solutions, systems and tools[39] handed over to the national government</td></tr>
</table>

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[37] Technical assistance and training refers to capacity development support: to facilitate the transition to national ownership of WFP-supported programmes and/or to strengthen national programmes owned and managed by government. It includes assistance to develop policy frameworks. Training intended to facilitate and strengthen WFP programmes should not be accounted for.

[38] National food security/nutrition programmes refer to programmes that are government owned and managed, supported by WFP technical assistance (e.g. public food distribution system, national school feeding programmes, etc.) and/or programmes which are in transition to national ownership (i.e. in hand-over to government).

[39] WFP's supporting analysis tools to implement hunger solutions are tailored, together with the required targeting and monitoring institutional tools – vulnerability and food security analysis, comprehensive food security and vulnerability analysis, early warning systems, needs assessment, contingency planning, market analysis – to the needs of the most vulnerable countries and communities. Operational tools used are as follows: local and international tendering processes, modalities (like food, cash and vouchers), food, cash or vouchers distribution mechanisms, food processing, food management, food ration calculation, cash/voucher entitlement calculation, general food distribution methodology, beneficiary registration, etc.

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Number of projects reported trends[1]	Number of projects reported positive[2] trends	% of projects reported positive trends	Result[3]
Strategic Objective 1				Strong progress
Outcome 1.1 Reduced or stabilized acute malnutrition in target groups of children and/or populations **				Strong progress
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)[4]	19	17	89	Strong progress
Prevalence of low MUAC	3	2	67	Strong progress
Supplementary feeding recovery rate	33	31	94	Strong progress
Supplementary feeding death rate	25	25	100	Strong progress
Supplementary feeding default rate	27	26	96	Strong progress
Supplementary feeding non-response rate	17	16	94	Strong progress
Outcome 1.2 Improved food consumption over assistance period for target households **				Some progress
Household food consumption score	49	26	53	Some progress
Outcome 1.3 Stabilized enrolment of girls and boys at high risk of dropping-out from target primary schools **				Strong progress
Retention rate	4	3	75	Strong progress
Outcome 1.4 Maintained access to services for anti-retroviral therapy (ART), tuberculosis (TB) treatment and/or prevention of mother-to-child transmission (PMTCT) **				Strong progress
ART default rate	3	3	100	Strong progress
Strategic Objective 2				Strong progress
Outcome 2.1 Early-warning systems; contingency plans; food security monitoring systems set in place and enhanced with WFP capacity development support *				Some progress
Disaster preparedness index	6	3	50	Some progress
Outcome 2.2 Adequate food consumption over assistance period reached for target households at risk of falling into acute hunger **				Strong progress
Household food consumption score	11	9	82	Strong progress
Outcome 2.3 Hazard risk reduced at community level in target communities *				Strong progress
Households asset score	3	3	100	Strong progress
Community asset score	14	13	93	Strong progress

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[1] Excludes projects which did not provide, at minimum, a baseline and a 2013 follow-up value

[2] Depending on outcome and intervention type, may include only **improvement (*)** or **improvement and stabilization (**)** trends

[3] Results are assessed as per methodology described in Annex II.C

[4] Projects targeting children under 2 to measure the prevalence of acute malnutrition among children under 2

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Number of projects reported trends[1]	Number of projects reported positive[2] trends	% of projects reported positive trends	Result[3]
Strategic Objective 3				Strong progress
Outcome 3.1 Adequate food consumption over assistance period reached for target households, communities, IDPs and refugees development support *				Strong progress
Household food consumption score	20	17	85	Strong progress
Outcome 3.2 Increased access to assets in fragile, transition situations for target communities *				Strong progress
Community asset score	11	11	100	Strong progress
Outcome 3.3 Stabilized enrolment for girls and boys, including IDPs and refugees, in assisted schools at pre-crisis levels **				Strong progress
Retention rate	11	10	91	Strong progress
Enrolment rate	8	7	88	Strong progress
Outcome 3.4 Reduced acute malnutrition/stunting in target groups of children and/or populations **				Strong progress
Prevalence of acute malnutrition among children under 5 (weight-for-height as %)	2	1	33	Some progress
Prevalence of low MUAC	1	1	100	Strong progress
Supplementary feeding recovery rate	9	6	67	Strong progress
Supplementary feeding death rate	6	6	100	Strong progress
Supplementary feeding default rate	9	6	67	Strong progress
Supplementary feeding non-response rate	4	4	100	Strong progress
Prevalence of stunting among targeted children under 2 (height-for-age as %)[5]	1	1	100	Strong progress
Outcome 3.5 Improved nutritional recovery of ART and/or TB treatment clients *				Strong progress
ART nutritional recovery rate	5	3	60	Some progress
TB treatment nutritional recovery rate	4	4	100	Strong progress
Strategic Objective 4				Some progress
Outcome 4.1 (a) Increased production capacity for fortified foods, including complementary foods and specialized nutritional products, in countries supported by WFP *				Strong progress
% increase in production of fortified foods	1	1	100	Strong progress

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[5] Prevalence of stunting among target children under 5 (height-for-age as %) is used for projects of a 5-year duration

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Number of projects reported trends[1]	Number of projects reported positive[2] trends	% of projects reported positive trends	Result[3]
Outcome 4.1 (b) Adequate food consumption reached over assistance period for targeted households *				No progress
Household food consumption score	2	0	0%	No progress
Outcome 4.2 Increased access to education and human capital development in assisted schools *				Some progress
Enrolment rate	18	17	94	Strong progress
Attendance rate	27	16	59	Some progress
Gender ratio	29	15	52	Some progress
Pass rate	17	8	47	No progress
Outcome 4.3 Improved nutritional status of target groups of women, girls and boys *				Some progress
Prevalence of stunting among targeted children under 5 (height-for-age as %)	6	2	33	No progress
Prevalence of IDA in women and children	2	1	50	Some progress
Outcome 4.4 Improved adherence to ART and/or success of TB treatment for target cases *				Strong progress
ART adherence rate	7	5	71	Strong progress
ART nutritional recovery rate	8	6	75	Strong progress
TB treatment success rate	6	4	67	Strong progress
TB treatment nutritional recovery rate	2	1	50	Some progress
Strategic Objective 5				Strong progress
Outcome 5.1 Increased marketing opportunities at national level with cost-effective WFP local purchases **				Strong progress
Food purchased locally, as % of food distributed in-country	18	12	67	Strong progress
Outcome 5.2 Progress made towards nationally owned hunger solutions *				Strong progress
National capacity index	20	14	70	Strong progress

ANNEX II-C: METHODOLOGY – ASSESSMENT OF STRATEGIC OBJECTIVES

Step 1: The assessment of results by Strategic Objective is based on outcome data reported in the SPRs of EMOPs, PRROs, CPs and development projects (DEVs). Two criteria must be met for projects to form part of the analysis:

- **minimum duration criterion:** the project must have a total duration of more than six months or must have started prior to July 2013 – it must be active for more than six months in the reporting year;
- **trend reporting criterion:** the project must report at least a baseline and a 2013 follow-up value.

Step 2: For projects that meet these criteria, trend analysis is conducted at the outcome indicator level, using indicators from the Strategic Results Framework 2008–2013. There are three possible trend scenarios: improvement, stabilization or deterioration. A traffic light system is applied as follows.

Traffic light	
Strong progress	More than 65% of projects show positive outcome trends[1]
Some progress	Between 50% and 65% of projects show positive outcome trends
■	Less than 50% of projects show positive outcome trends

For example, under "**supplementary feeding recovery rate" in Strategic Objective 1,** 33 projects reported trends, with 31 showing improvement or stabilization – both of which are seen as positive in the context of the outcome of "reduce or stabilize acute malnutrition". The score is therefore 31/33, or 94 percent, corresponding to "strong progress".

Step 3: Progress is assessed at the outcome level. Each outcome has one or more corresponding outcome indicators. For each outcome, numerical values are assigned to performance based on its corresponding indicators, as follows.

Traffic light	Index
Strong progress	3
Some progress	2
■	1

An average is calculated across indicator results to arrive at the result at the outcome level.

For example, the outcome "**hazard risk reduced at the community level in target communities"** is measured by two indicators: i) community asset score; and ii) household asset score. For both indicators, performance at the indicator level shows "strong progress" – a value of 3 is assigned. The average score is therefore (3+3)/2 = 3, corresponding to "strong progress".

Step 4: Repeat Step 3 to assess performance at the Strategic Objective level based on performance at the outcome level.

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[1] Depending on outcome and intervention type, may include only improvement or both improvement and stabilization trends

ANNEX II-D: OUTPUT[1] PERFORMANCE REPORTING

INDICATOR	Planned Value	Actual Value	Achieved as % of Planned	Summary[2]
Strategic Objective 1				
Output 1.1 Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions				■
Number of women, men, girls and boys receiving food, cash transfers and vouchers, as % of planned	39 million	45.3 million	116%	
Tonnage of food distributed (mt), as % of planned distribution	2.2 million	2.2 million	100%	
Number of institutional sites assisted				
• Number of health centres assisted	12 705	12 717	100%	
• Number of schools assisted	3 329	3 622	109%	
Strategic Objective 2				
Output 2.1 Disaster mitigation measures set in place with WFP capacity development support				■
Risk reduction and disaster preparedness and mitigation systems set in place, by type				
• Local early warning, food security and disaster preparedness systems and tools	51	55	108%	
• Contingency plans	16	13	81%	
Output 2.2 Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions				▨
Number of women, men, girls and boys receiving food, cash transfers and vouchers, as % of planned	9 million	5.2 million	58%	
Tonnage of food distributed (mt), as % of planned distribution	0.5 million	0.22 million	44%	
Output 2.3 Built or restored disaster mitigation assets by target communities				■
Risk reduction and disaster mitigation assets created or restored, by type and unit of measure				
• Hectares of land protected or improved	136 440	117 723	86%	
• Bridges and wells constructed	459	354	77%	
• Kilometres of roads built or rehabilitated	5 416	4 319	80%	
• Volume of dams constructed	798 868	379 400	47%	

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[1] Includes output data for Strategic Results Framework (2008–2013) output indicators reported in operational section of SPRs.

[2] Colour coding is assigned as per standard thresholds explained in Annex II-C

ANNEX II-D: OUTPUT[1] PERFORMANCE REPORTING

INDICATOR	Planned Value	Actual Value	Achieved as % of Planned	Summary[2]
Strategic Objective 3				
Output 3.1 Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions				■
Number of women, men, girls and boys receiving food, cash transfers and vouchers, as % of planned	14 million	18.3 million	131%	
Tonnage of food distributed (mt), as % of planned distribution	0.9 million	0.4 million	44%	■
Number of institutional sites assisted				
• Number of health centres assisted	6 303	6 604	105%	
• Number of schools assisted	44 829	44 332	99%	
Output 3.2 Developed, built or restored livelihood assets by targeted communities and individuals				■
Number of community assets created or restored by targeted communities and individuals, by type and unit of measure				
• Hectares of land protected or improved	245 341	205 884	84%	
• Bridges and wells constructed	364	281	77%	
• Kilometres of roads built or rehabilitated	8 852	9 826	111%	
Strategic Objective 4				
Output 4.1 Food and non-food items, cash transfers and vouchers distributed in sufficient quantity and quality to target groups of women, men, girls and boys under secure conditions				■
Number of women, men, girls and boys receiving food, cash transfers and vouchers, as % of planned	9 million	15.2 million	169%	
Tonnage of food distributed (mt), as % of planned distribution	0.5 million	0.3 million	60%	
Number of institutional sites assisted				
• Number of health centres assisted	5 006	4 715	94%	
• Number of schools assisted	81 152	79 565	98%	
Strategic Objective 5				
Output 5.1 Food purchased locally				■
Number of farmers supported through local purchases	54 337	66 703	123%	

ANNEX II-D: OUTPUT[1] PERFORMANCE REPORTING

INDICATOR	Planned Value	Actual Value	Achieved as % of Planned	Summary[2]
Output 5.2 Capacity and awareness developed through WFP-led activities				■
Number of government/national partner staff receiving technical assistance and training	32 806	26 686	81%	
Number of government/national partner staff assisted and trained to develop policies, strategies and legislation	956	1 797	188%	
Number of WFP-managed hunger solutions, systems and tools handed over or being handed over to the government	237	232	98%	

ANNEX III-A: KEY PERFORMANCE INDICATORS 2013

	Target 2013	KPI 2013	KPI 2012	KPI 2011
Securing Resources				
Funding is secured against planned needs				
Confirmed contributions as % of expected funding in Management Plan	100	118	104	98
% Gross needs of funding met	≥ 57	62	55	59
Predictable contributions have grown				
% Funds received through multi-year contributions	≥ 10	11	10	5
% Multilateral confirmed contributions	≥ 11	9	11	12
A stable base of reserve funding is maintained				
% Reserve funding in place	100	107	95.3	98
The staff profile we need to deliver on our strategy is available				
% Staff that are women (all positions)	50	42	41	41
% Staff (P5 and above) that are women	≥ 36	36	36	36
% Staff from developing countries (P5 and above)	≥ 27	29	27	28
Stewardship				
Funds are utilized according to plan				
% Undistributed commodities at year end against total commodities programmed in that year	≤ 10	8	9.6	N/A
% Undelivered cash and vouchers (C&V) at year end against total C&V programmed in that year	≤ 10	6	6	N/A
% Total unspent balance at project closure against total received by the project	0	0.05	0.5	N/A
% Overall funding transferred at financial closure against total funds received by the projects	≤ 10	3.1	5	N/A
Security and safety of staff, premises and operations are increased				
MOSS compliance rate (%) based on SAM reports	≥ 70	88	85	60
% SAM recommendations outstanding	≤ 10	21	33	N/A
Well-being of staff is increased				
% Staff days lost through sickness and injury	≤ 5	1.8	1.8	1.8
The greenhouse gas footprint of WFP is minimized				
% Change in CO_2 emission[1]	≤ -8	-8.3	-6.6	-5.9

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[1] Against 2008 baseline.

ANNEX III-A: KEY PERFORMANCE INDICATORS 2013

	Target 2013	KPI 2013	KPI 2012	KPI 2011
Effective control frameworks are in place				
% Offices (Headquarters/regional bureau/country office/ liaison office) with annual performance plans	100	87	96	95
% Offices (Headquarters/regional bureau/country office/ liaison office) with risk registers	100	89	84	65
% PACE compliance rate	100	96	81	61
% PACE compliance rate (at senior level)	100	91	59	N/A
% Post-delivery losses	≤ 2	0.66	0.74	0.45
Number of medium- and high-risk internal audit recommendations outstanding	271	106	271	N/A
WFP brand and public awareness are managed to increase positive visibility				
Number of media (print, TV and online) clippings	≥ 85 000	80 341	45 492	79 082
% Growth of online social presence	≥ 15	101	52	124
Learning and Innovation				
Identification, documentation and dissemination of lessons are encouraged				
% Completed projects evaluated at least once	100	66	NA	NA
% Outstanding evaluation recommendations	≤ 20	21	21	20
Staff capacity is developed to deliver WFP's strategy				
% Targeted staff that attended middle- and senior-management training programme	100	336	257	87
Internal Business Processes				
Internal business processes are efficiently managed				
Timeliness of core internal business processes				
% Contributions that are registered within 30 days	100	82	75	78
% Food delivered to WFP within the contractual period	≥ 80	81	80	79
% Non-food items delivered to WFP within the contractual period	≥ 90	87	N/A	N/A
% Availability of IT critical services	99.9	99.7	99.6	99.8
% Funds advanced against total funds allocated to projects	≥ 25	45.7	42	N/A
Monthly average availability of commodities through global Forward Purchase Facility inventory (*mt*)	≥ 300 000	342 000	196 000	N/A
Quality of core internal business processes				
Targeted countries where at least one module of Food Quality Software (FOQUS) is implemented	10	3	0	N/A
Ocean freight savings (*USD million*)	≥ 1	11.3	8.3	N/A

ANNEX III-A: KEY PERFORMANCE INDICATORS 2013

	Target 2013	KPI 2013	KPI 2012	KPI 2011
% Business owners satisfaction	≥ 80	69	N/A	N/A
% Customer (end user) satisfaction	≥ 80	80	76	N/A
Operational Efficiency				
Cost-efficient delivery is ensured				
Annual cost of food assistance per beneficiary (*USD*)	≤ 43.3	48.6	38.8	N/A
Annual cost of food assistance (food) per beneficiary (*USD*)	≤ 34.5	38.8	33.3	N/A
Annual cost of food assistance (C&V transfer) per beneficiary (*USD*)	≤ 57	74.0	31.3	N/A
Timely response to assessed needs				
Response time for sudden onset EMOPs (*hrs*)	≤ 72	96	72	N/A
% Lead time reduction	≥ 50	71	70	N/A
% Time reduction between confirmed advance financing mechanism funds and receipt of goods	≥ 50	48	37	N/A
Appropriate strategic response is provided				
% Deviation actual vs. planned expenses by Strategic Objective and activity type	≤ 5	3	2	N/A
% of WFP projects that have a gender marker code of 2A or 2B	≥ 50	50	24	N/A
% Strategic Results Framework indicators reported vs. planned	≥ 77	73	77	66
% Country offices that prepared a country strategy document on time	≥ 50	66	64	N/A

ANNEX III-B: METHODOLOGY – ASSESSMENT OF MANAGEMENT RESULT DIMENSIONS

Step 1: Calculate achievement of Key Performance Indicator against its target and define the level of improvement, or 'traffic light'.

Traffic Light	
Strong progress	Actual value on or with minimal deviation from target
Some progress	Actual value with some deviation from target
■	Actual value with deviation from target above acceptable range

For example: **percent gross needs of funding met**, Target = 61 and Actual = 55, Target type = Achievement. The score is: 55/61*100 = **90**

90 percent of the target was achieved, corresponding to 'Strong progress.'

Step 2: Assign an Index value for each KPI traffic light

Traffic Light	Index
Strong progress	3
Some progress	2
■	1

For example: **percent gross needs of funding met – if traffic light is green, it is an indication of 'Strong progress' with an Index of 3.**

Step 3: Calculate the arithmetic average of KPI indexes to assess the achievement of the management result

For example: **'Funding is secured against planned needs'** is measured by two KPIs:

KPI	Index
Confirmed contributions as % of expected funding in Management Plan	3
% gross needs of funding met	3

The arithmetic average is **3 corresponding to the index value of the management result.**

Step 4: Assign a traffic light for the management result index value

Index	Traffic Light
> or = 2.5	Strong progress
> or = 1.5	Some progress
< 1.5	■

For example: The index value is 3. "Funding is secured against planned needs" is assessed as "strong progress".

Step 5: Repeat the same methodology from Step 2 to 4 to assess the Management Result Dimensions based on the achievements of the management result.

ANNEX IV: ACTIVITIES OF THE ETHICS OFFICE – ANNUAL REPORT 2013

Introduction and Background

1. The WFP Ethics Office was established in January 2008 pursuant to the Secretary-General's Bulletin ST/SGB/2007/11 "United Nations system-wide application of ethics: separately administered organs and programmes". The primary objective of the Ethics Office is to assist the Executive Director in ensuring that all staff members of the organization observe and perform their functions in consistency with the highest standards of integrity as required by the Charter of the United Nations, and in accordance with the Standards of Conduct for the International Civil Service. The strategy for achieving this goal is to foster a culture of ethics, transparency and accountability. The principal responsibilities of the Ethics Office include:

A. Financial and conflict of interest disclosure (ref. ED Circular 2008/004 and ED Circular 2008/002)

B. Protection against retaliation (ref. ED Circular 2008/003)

C. Confidential advice (ref. ED Circular 2008/002)

D. Training, education and outreach (ref. ED Circular 2008/002)

E. Standard-setting (ref. ED Circular 2008/002)

F. Formulating, reviewing and disseminating policies (ref. Ed Circular 2008/002)

G. Participation in the Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations (ref. ED Circular 2008/002; ST/SGB/2007/11)

2. This report of the WFP Ethics Office has been prepared pursuant to Section 5.4 of ST/SGB/2007/11 which requires the Ethics Offices in the United Nations Secretariat and the separately administered organs and programmes to prepare annual reports for review by the United Nations Ethics Committee, renamed the Ethics Panel of the United Nations (EPUN).

3. The present report provides an assessment of the activities undertaken by the WFP Ethics Office during the period 1 January–31 December 2013.

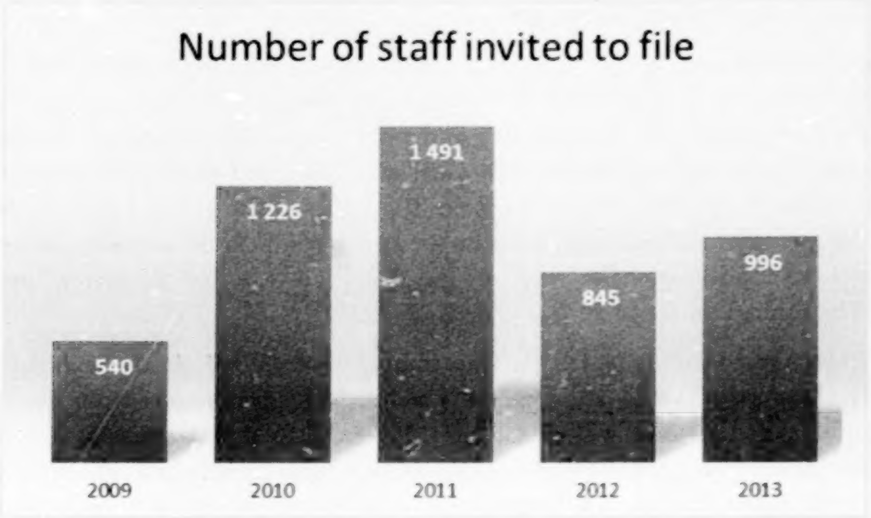
Activities of the WFP Ethics Office

A. Financial and conflict of interest disclosure

4. WFP's policy on financial and conflict of interest disclosure was adopted in April 2008 pursuant to Executive Director's Circular 2008/004 and was first implemented in 2009. The policy is a key component of WFP's commitment to transparency and public confidence-building. The Financial and Conflict of Interest Disclosure Programme (FDP) acts as a safeguard and risk management tool for both staff members and the organization as a whole. The Ethics Office is mandated to administer the FDP in order to identify, manage and mitigate personal conflicts of interest. The financial disclosure questionnaires and statements are reviewed by an external reviewer, under the supervision of the WFP Ethics Office.

5. In 2013, the Ethics Office implemented its fifth annual financial disclosure exercise for the period 1 January–31 December 2012 and completed the review of statements from the previous year's exercise. Eligible staff members included all staff at the D-1 and D-2 levels, as well as all Country Directors, whatever their grades, Heads of Office/Sub-Office, Heads of Area Office and staff at the chief level. The filing population also included all staff members whose occupational duties included procurement authority to release purchase orders of any type; all oversight (audit/investigations, inspections), investment (Treasury), legal – with the exception of the Administrative and Employment Law Branch – and procurement officers; as well as all staff members who were members of a vendor management committee or had regular access to procurement. During the 2013 cycle, 996 WFP employees – representing 7.7 percent of the total staff population – were identified by senior unit or country office managers for completion of a questionnaire on eligibility for the FDP and on actual or potential conflicts of interest, and for completion of a financial disclosure statement if necessary. This total represents a slight increase (1.2 percent) over the previous year as indicated in Figure 1. The fluctuation of these figures is mainly because of refinements in the eligibility criteria in the light of previous experience.

Figure 1: Financial and Conflict of Interest Disclosure Participation by Calendar Year (2009–2013)



6. All staff invited to participate in the 2013 FDP cycle were asked to complete a conflict of interest and eligibility questionnaire consisting of a series of questions revolving mainly around the most common conflicts of interest confronting WFP employees as identified from previous exercises. The conflict of interest questionnaire requests staff to provide information on any relationships they or their dependent family members may have had with any WFP vendors or partners or governments, and to report any outside activities, receipt of gifts or awards, family relations in the United Nations, landlord/renter relations, etc. Completion of the questionnaire is designed to elicit or uncover potential conflicts of interest that may damage the reputation of the organization, before they occur. The questionnaire makes it easier to identify a conflict of interest because it focuses on the relationships and transactions between a staff member and a vendor or restricted entity.

7. The questionnaire also includes questions designed to confirm whether a staff member meets the eligibility requirements for filing a full financial disclosure statement in light of his/her actual functions during the year under review. Only staff members whose questionnaires revealed potential conflicts of interest or who responded positively to the questions concerning eligibility were required to file full financial disclosure statements. The filtering effect of the conflict of interest questionnaire reduced the number of full financial disclosure statements that needed to be filed by 345, as the responses to the questionnaire revealed staff members whose actual functions during the year did not warrant the filing of a full statement. The questionnaire also reinforces filers' obligations to avoid conflicts of interest.

8. The annual exercise took place over 30 days from 8 April to 7 May 2013

9. In implementing the 2013 FDP exercise, the Ethics Office responded, as always, to a large number of e-mail messages, telephone calls and direct office visits regarding filing requirements.

10. During implementation of the 2013 FDP exercise, action was taken to improve the security of communications between the external reviewers and the staff being asked to submit further data or clarifications. This was achieved by including a new module in the secure financial disclosure programme database rather than relying on normal e-mail exchanges. The security improvement was introduced in response to concerns expressed by staff.

11. By the end of the 2013 exercise, 974 out of 996 eligible staff had completed a conflict of interest questionnaire. Of the remaining staff, 21 were granted approved exemptions,[1] while one did not file a questionnaire despite repeated reminders. Of the staff members submitting questionnaires, 651 subsequently completed a financial disclosure statement: four staff members were exempted on the grounds that they had left WFP or were on extended sick or maternity leave; and one staff member failed to file, again despite repeated reminders. The cases of the two staff members who failed to file questionnaires or full statements are still being followed up, and may be referred to the Human Resources Division for disciplinary action. The compliance rate for the 2013 FDP was thus 99.8 percent.

12. Review of the statements and questionnaires filed by 974 staff members revealed a potential conflict of interest in two cases, or 0.2 percent. The conflicts involved personal investments and the acceptance of gifts/hospitality. Work is still in progress to clarify and resolve these conflicts of interest (Table 1).

TABLE 1: STATUS OF FINDINGS OF THE REVIEW OF FINANCIAL DISCLOSURE STATEMENTS/QUESTIONNAIRES

Finding on Review of Financial Disclosure Statements/Questionnaires	**Year submitted**	**Percent**
Status	**2013**	**%**
No actual or potential conflicts of interest found	972	99.8
Actual or potential conflicts of interest found and in process of being resolved	**2**	0.2
Grand Total	**974**	**100.00**

13. In order to complete the review of questionnaires and financial disclosure statements, more information was requested from some of the staff who filed. Additional information requested included the names and locations of assets and other details regarding other staff income, profits,

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[1] Exemptions were granted to staff who had been separated after the initial list of eligible staff was compiled, for staff on secondment, for staff whose current duties were subsequently found not to correspond to the eligibility criteria, and for one staff member on extended sick leave.

liabilities and supplements. Companies and organizations affiliated with staff were reviewed against the WFP vendor list consisting of more than 2,000 companies.

B. Protection against retaliation

14. It is the duty of all staff to report any breach of WFP's regulations and rules to officials whose responsibility is to take appropriate action and to cooperate with WFP's oversight functions. An individual who makes such a report in good faith has the right to be protected against retaliation. Among the key responsibilities of WFP's Ethics Office is to enhance protection against retaliation for individuals who report misconduct, provide information in good faith on wrongdoing by one or more employees, or cooperate with a duly authorized audit or investigation. The main objective of the policy is to ensure that staff members who have a duty to report misconduct and cooperate with audits and investigations are not prevented from doing so out of fear of retaliation.

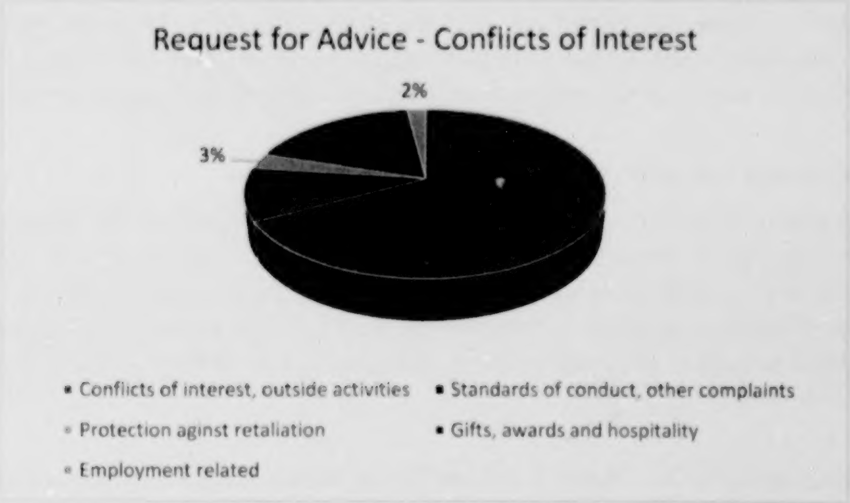
15. During the 2013 reporting period, the Ethics Office received three requests for protection against retaliation. This is slightly fewer than in the previous year, when the Ethics Office responded to five such requests. Preliminary reviews carried out by the Ethics Office in all of these cases resulted in a finding that there was no prima facie case of retaliation, and the complainants were so informed.

C. Confidential advice

16. The Ethics Office is mandated to provide advice to staff and management in a confidential setting in an effort to prevent, identify or manage actual or potential conflicts of interest, and to advise on other matters relating to ethical behaviour and standards. This activity not only helps staff maintain high professional and ethical standards but also helps to avoid or manage situations that could give rise to a conflict of interest.

17. During the reporting period, the Ethics Office registered 102 requests for advice on issues unrelated to financial disclosure or protection against retaliation, slightly down from the 122 requests in the previous year. The nature of these requests (Figure 2) included advice on conflicts of interest: outside activities (67 percent), the acceptance of gifts or favours (18 percent), employment and post-employment related (2 percent), and others, including the Standards of Conduct for International Civil Servants (10 percent). These are in addition to the requests for protection against retaliation referred to in the previous paragraph (3 percent).

Figure 2: Requests for Advice – Categories



D. Training, education and outreach

18. Training, education and outreach activities are key functions of the WFP Ethics Office. The activities of the Ethics Office continued during 2013, but were somewhat constrained by the absence of a full-time director. Training will be a priority for the new director of the Ethics Office, who has taken up her post in April 2014.

19. The WFP Ethics Office has a United Nations online ethics training course available for all staff on its website, and is planning to update and improve this course during 2014 and to make it mandatory.

20. During 2013, the Ethics Office continued to brief new associate experts on ethical standards and the functions of the Ethics Office, and collaborated with the offices of the WFP and UNHCR Ombudsmen as well as with the UNHCR Ethics Office on joint training of WFP and UNHCR Respectful Workplace Advisors (RWAs) as "Ethics Ambassadors" in the Middle East, North Africa, Eastern Europe and Central Asia region (Dubai, May 2013), and of selected RWAs from countries in Africa, the Middle East and the Far East (Addis Ababa, November 2013). About 100 RWAs have been trained and now function as Ethics Ambassadors covering all WFP regions. They act as focal points for ethics issues in country offices and provide colleagues with a confidential, neutral contact point and source of information and support when experiencing a workplace conflict or ethical challenge. They refer to the Office of the Ombudsman and the Ethics Office at Headquarters for advice, consultation and updating on the latest relevant policies and practices.

21. The Ethics Office responded to requests for advice from various regions by producing an "Ethics Guidance Note on Workplace Relationships", which analyses the issues involved and presents practical guidance. In cooperation with the Human Resources Division, the Legal Office, the Office of the Inspector General, the Office of the Ombudsman and the Policy, Programme and Innovation Division, work is now under way on the development of a Code of Conduct for WFP.

E. Standard-setting and policy support

22. Fostering a corporate culture of ethics, transparency and accountability requires frequent and consistent advocacy. Over the course of 2013, the Ethics Office continued to provide guidance to management on the incorporation of ethical standards in organizational practices and processes, consistent with promulgation of the revised Standards of Conduct for the International Civil Service. The Ethics Office was also involved in an ongoing review of WFP's protection from retaliation policy.

F. Ethics Panel of the United Nations and the Ethics Network for Multilateral Organizations

23. The Ethics Panel of the United Nations (EPUN or Panel) was originally established as the United Nations Ethics Committee by the Secretary-General under bulletin ST/SGB/2007/11 in 2007. It was renamed in April 2013. The panel is mandated to establish a unified set of ethical standards and policies of the United Nations Secretariat and of the separately administered organs and programmes, and to consult on certain important and particularly complex cases and issues having United Nations system-wide implications. In 2013, for example, the EPUN reviewed the operation of financial disclosure programmes and issues connected with the reform of protection against retaliation policies in the United Nations and its funds and programmes.

24. The membership of the EPUN comprises the heads of the ethics offices of the separately administered organs and programmes of the United Nations and the Ethics Office of the United Nations Secretariat. As of 31 December 2013, the panel consisted of the following members: the Ethics Office of the United Nations Secretariat (chair), UNDP, UNICEF, UNFPA, UNOPS, WFP, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and UNHCR.

25. As per the provision of the Secretary-General's Bulletin on United Nations system-wide application of ethics, the WFP Ethics Office participates in EPUN meetings. As a member of the EPUN, the Ethics Officer *ad interim* participated in all but one of the monthly meetings as well as the Ethics Network meeting held in 2013. During the reporting period, the EPUN addressed a number of issues of common interest including parameters of confidentiality of an ethics office, harmonization and coherence on ethics advice, implementation of financial disclosure programmes, review of the annual reports of EPUN members, and protection against retaliation policies and practices. The work of the panel is reflected in the Report of the Secretary-General to the 68th Session of the General Assembly "Activities of the Ethics Office" (doc. A/68/348).

26. In support of the Secretary-General's promotion of system-wide collaboration on ethics-related issues within the United Nations family, an Ethics Network for Multilateral Organizations was established on 21 June 2010. Members of the Network include ethics officers and related professionals from the United Nations Secretariat, United Nations funds, programmes and specialized agencies, international financial institutions, including the World Bank, the International Monetary Fund and other multilateral entities. Having held five meetings since its establishment, one of which occurred during the reporting period, the network has thus far focused its collaborative efforts on the development of a compendium of practices in relation to the functions of an ethics office and on the exchange of experience and materials in the areas of surveys, ethics training, financial disclosure and ethics advisory services.

Conclusion

27. After five years of operation, the Ethics Office continues to assert its relevance and its role in fostering a culture of ethics, integrity and accountability within the organization while fulfilling its growing mandated responsibilities and overcoming staff constraints. Given the growth each year in the number of queries or requests for advice addressed to the Ethics Office, the office is hard-pressed to respond to the demands on it under its current staffing. This pressure has been exacerbated by the fact that the Ethics Office has been headed by a part-time Ethics Officer *ad interim* since the retirement of the previous director in December 2012. A new Ethics Director was recruited from more than 100 applicants. Ms Bonnie Green, who took up her functions in April 2014, is a highly qualified and respected professional ethics practitioner with extensive experience in the development and implementation of ethics policies in large organizations.

28. The EPUN has proved itself to be a useful mechanism for ensuring a coherent application of ethics standards and for enhancing synergy within the United Nations. Collegial exchange within this community of practice has enabled the WFP Ethics Office to maintain currency in the field and follow best practices.

29. It is expected that work on the drafting of a Code of Conduct for WFP will have been completed by the time this report is released. It is recommended that swift action be taken by management to promulgate the code as a focal point for raising the visibility of ethical standards in WFP and implementing a new training and communications strategy on ethics.

ANNEX I: WFP EMPLOYEES WITH CONTRACTS OF ONE YEAR OR LONGER[1]

CATEGORY	TOTAL	NO. OF WOMEN	% OF WOMEN
Higher categories (D-2 and above)	41	11	27
International professionals (P-1 to D-1)	1 295	532	41
Junior professional officers	45	31	69
TOTAL INTERNATIONALLY RECRUITED	**1 381**	**574**	**42**
National professional officers	745	277	37
General service	2 994	1 118	37
Service contracts	6 416	1 549	24
TOTAL LOCALLY RECRUITED	**10 155**	**2 944**	**29**
TOTAL WFP EMPLOYEES[2]	11 536	3 518	30

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[1] Excludes temporary contracts of 11 months or less such as those for short-term international professionals, consultants, short-term general service, special service agreements, interns, author's contract, fellowship, United Nations and WFP volunteers and casual labourers.

[2] Data extracted on 13 January 2014 from WINGS II.

ANNEX VI: GLOBAL FOOD AID PROFILE

	2009	2010	2011	2012	2013*
Food aid deliveries (million *mt*)					
Global food aid deliveries	6.3	6.9	5.0	5.0	2.7
Of which by WFP	4.0	4.3	3.3	2.9	2.4
Food aid deliveries by commodity					
Cereals	5.3	5.9	4.1	4.3	2.2
Non-cereals	1.0	1.0	0.9	0.7	0.5
Global food aid deliveries *(%)*					
Deliveries by channel					
Bilateral	6	5	6	11	2
Multilateral	65	63	69	60	84
Non-governmental organizations (NGOs)	29	32	25	29	14
Food aid deliveries by category					
Emergency	75	76	71	70	82
Project	21	20	26	27	18
Programme	4	4	3	3	0
Food aid deliveries by region					
Sub-Saharan Africa	64	60	62	63	54
Asia	23	27	21	22	17
Eastern Europe and Commonwealth of Independent States (CIS)	2	1	0	0	0
Latin America and the Caribbean	5	8	7	4	5
Middle East and North Africa	6	4	10	11	24

Sources: WFP/International Food Aid Information System (INTERFAIS), 28 February 2014

**2013 Figures are provisional*

ANNEX VII: WFP FOOD PROCUREMENT IN 2013

	Quantities *(mt)*	% of total	*USD* million	% of total
Developing countries				
Least developed	**704 864**	**333**	**315.9**	**27**
Other low-income[1]	**41 646**	**1**	**12.1**	**1**
Lower middle-income[2]	**698 404**	**33**	**348.5**	**30**
Upper middle-income[3]	**383 198**	**18**	**241.9**	**21**
Subtotal	1 816 984	86	918.4	79
Developed countries				
Subtotal	297 855	14	242.4	21
TOTAL	2 114 839	100	1 160.8	100

No.	COUNTRY	*(mt)*	*USD*
Developing countries			
1	INDIA	339 364	127 677 846
2	TURKEY	179 492	126 038 856
3	ETHIOPIA	154 431	67 175 488
4	INDONESIA	59 860	55 896 811
5	PAKISTAN	102 733	47 776 397
6	EGYPT	67 123	47 217 192
7	SOUTH AFRICA	96 651	45 685 777
8	SUDAN	87 588	30 297 593
9	MALAWI	56 616	27 293 264
10	ZAMBIA	77 639	27 112 506
11	MYANMAR	53 652	25 560 811
12	VIET NAM	54 907	21 956 080
13	UNITED REPUBLIC OF TANZANIA	51 286	21 202 799
14	YEMEN	40 707	19 749 221

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[1] With per capita GNI of USD1,005 in 2010

[2] With per capita GNI of USD1,006 – USD3,975 in 2010

[3] With per capita GNI of USD3,976 – USD12,275 in 2010

15	LEBANON	16 575	18 837 830
16	MALI	35 146	18 380 186
17	JORDAN	14 102	13 615 151
18	THAILAND	31 398	11 822 894
19	UGANDA	22 601	11 078 438
20	KENYA	27 368	10 990 337

ANNEX VII: **WFP FOOD PROCUREMENT IN 2013**

No.	COUNTRY	*(mt)*	*USD*
21	HONDURAS	16 001	10 564 706
22	THE NIGER	16 395	10 171 423
23	STATE OF PALESTINE	15 874	10 011 689
24	RWANDA	16 767	8 430 976
25	BANGLADESH	12 174	8 036 586
26	SYRIAN ARAB REPUBLIC	8 683	7 500 451
27	BURKINA FASO	14 001	7 352 052
28	SENEGAL	10 640	6 103 659
29	MALAYSIA	5 740	5 531 894
30	BRAZIL	10 753	5 514 864
31	ARGENTINA	6 767	5 059 707
32	UKRAINE	8 362	4 701 877
33	MOZAMBIQUE	9 722	4 525 578
34	ALGERIA	13 479	4 462 940
35	DEMOCRATIC REPUBLIC OF THE CONGO	5 965	3 573 111
36	HAITI	2 621	3 416 205
37	BENIN	7 919	3 310 440
38	AFGHANISTAN	8 000	3 095 000
39	COLOMBIA	3 133	2 551 437
40	GUATEMALA	3 947	2 343 936
41	PHILIPPINES	3 535	2 239 260
42	TOGO	4 838	2 211 846
43	GHANA	5 451	2 001 331
44	CÔTE D'IVOIRE	1 078	1 917 272

45	NICARAGUA	2 857	1 755 587
46	MADAGASCAR	3 732	1 740 129
47	CAMBODIA	3 794	1 557 277
48	SRI LANKA	3 661	1 517 175
49	BOLIVIA (PLURINATIONAL STATE OF)	1 249	1 236 683
50	ZIMBABWE	3 005	1 111 750
51	NEPAL	2 258	1 057 651

ANNEX VII: **WFP FOOD PROCUREMENT IN 2013**

No.	COUNTRY	*(mt)*	*USD*
52	LAO PEOPLE'S DEMOCRATIC REPUBLIC	1 457	1 020 598
53	IRAN	2 846	996 174
54	EL SALVADOR	1 197	717 000
55	CAMEROON	1 618	716 246
56	CHAD	1 347	631 762
57	CUBA	534	587 608
58	BURUNDI	1 206	534 154
59	ECUADOR	640	507 494
60	PARAGUAY	650	455 812
61	CHINA	416	427 152
62	SIERRA LEONE	638	423 618
63	LIBERIA	887	410 591
64	SOUTH SUDAN	610	273 220
65	UZBEKISTAN	200	197 000
66	MEXICO	103	163 934
67	CENTRAL AFRICAN REPUBLIC	200	131 565
68	MOROCCO	53	86 481
69	KAZAKHSTAN	128	64 605
70	BHUTAN	28	32 058
71	NAMIBIA	440	31 502
72	TAJIKISTAN	145	20 838
Subtotal (79% in value terms)		1 816 984	918 399 380

ANNEX VII: WFP FOOD PROCUREMENT IN 2013

No.	COUNTRY	*(mt)*	*USD*
Developed countries			
1	AUSTRALIA	12 518	5 619 569
2	BELGIUM	36 930	33 480 476
3	CANADA	37 009	22 427 207
4	ESTONIA	180	312 636
5	FRANCE	18 671	44 459 420
6	GERMANY	15 133	8 112 009
7	GREECE	35	802 497
8	HUNGARY	1 008	1 607 481
9	IRELAND	64	321 871
10	ITALY	42 378	29 453 711
11	JAPAN	938	2 237 085
12	NETHERLANDS	8 690	4 681 299
13	OMAN	811	923 578
14	RUSSIAN FEDERATION	74 519	54 528 711
15	SAUDI ARABIA	2 155	1 604 171
16	SPAIN	505	436 451
17	UNITED ARAB EMIRATES	14 295	12 603 579
18	UNITED KINGDOM	1 144	668 096
19	UNITED STATES OF AMERICA	30 874	18 089 830
Subtotal (21% in value terms)		297 855	242 369 676
TOTAL		2 114 839	1 160 769 057

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS[1] IN 2013 *(USD thousand)*

	TOTAL	*Multilateral*	Directed Multilateral					
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
AFRICAN DEVELOPMENT BANK	**1 000**				1 000			
ANDORRA	**34**				34			0
AUSTRALIA	**95 118**	31 482	7	11 965	11 663	35 953	1 860	2 193
AUSTRIA	**1 264**				853	411		
BELGIUM	**37 006**	6 786	6 519	3 910	2 586	20 418	1 304	2 002
BOLIVIA (PLURINATIONAL STATE OF)	**322**	322						
BRAZIL	**7 073**			795	120	4 678		1 479
BULGARIA	**208**				208			
BURUNDI	**2 501**			2 501				
CAMBODIA	**1 227**			1 227				
CANADA	**366 661**	28 776	4 875	69 999	112 790	131 731	18 777	4 587
CHAD	**411**			411				
CHILE	**20**	20						
CHINA	**6 565**	1 065		1 000	2 000	2 000		500
COLOMBIA	**13 562**	20				100		13 442
CONGO, D.R. OF	**881**					881		
CÔTE D'IVOIRE	**231**				207	24		
CUBA	**210**					210		
CYPRUS	**3**	3						
CZECH REPUBLIC	**200**			200				
DENMARK	**60 258**	32 974	8 228	18	21 322	2 066	3 199	679
DOMINICAN REPUBLIC	**1 576**							1 576
ECOWAS	**500**				500			
ECUADOR	**248**	248						

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[1] The USD 4,382 million represents donor confirmed contributions for contribution year 2013. This figure is not fully aligned with the contributions revenue of USD 4,380 million reported in the 2013 audited financial statements. The differences that occur are as a result of: a) differing treatment of multi-year revenue; b) exclusion of contributions with bilateral funding window; and c) exclusion of contribution revenue adjustments such as unspent balances and write-downs.

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS[1] IN 2013 *(USD thousand)*

	TOTAL	*Multilateral*		Directed Multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
EGYPT	**773**	372		400				
ESTONIA	**243**					158	85	
EUROPEAN COMMISSION	**336 569**			4 794	196 539	92 666	25 040	17 530
FAROE ISLANDS	**55**				55			
FINLAND	**30 868**	7 823			11 049	9 243	1 896	858
FRANCE	**24 159**			4 036	12 599	6 716	261	547
GERMANY	**229 921**	32 323	2 608	36 025	108 326	45 698	5 615	1 933
GREECE	**41**				41			
GUATEMALA	**2 478**	942				1 536		
GUINEA-BISSAU	**484**					484		
HONDURAS	**24 996**							24 996
HUNGARY	**37**				10	27		
ICELAND	**611**			353	200	45		13
INTERNATIONAL CONFERENCE ON THE GREAT LAKES REGION	**60**					60		
INDIA	**1 896**	56			1 840			
INDONESIA	**2 820**							2 820
INTERNATIONAL COMMITTEE OF THE RED CROSS	**220**					220		
IRAQ	**34 000**					17 000		17 000
IRELAND	**23 136**	12 803	2 248	485	5 282	3 173	743	649
ISRAEL	**20**			20				
ITALY	**22 765**	12 713		2 208	2 073	1 976		3 796
JAPAN	**238 433**	3 225	659	16 740	78 330	126 939	8 800	4 399
JORDAN	**47**	47						
KAZAKHSTAN	**20**			20				
KENYA	**580**					580		
KUWAIT	**42 000**				42 000			0
LATVIA	**27**							27

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS[1] IN 2013 *(USD thousand)*

	TOTAL	*Multilateral*		Directed Multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
LIBERIA	**160**				160			
LIECHTENSTEIN	**434**	110	110		217	108		
LITHUANIA	**48**				48			
LUXEMBOURG	**12 448**	2 255	663	3 003	1 790	1 658	965	2 778
MADAGASCAR	**825**			825				
MALAWI	**4 010**				3 860	150		
MALAYSIA	**1 000**							1 000
MONACO	**183**			48	136			
MOZAMBIQUE	**2**	2						
NEPAL	**64**			64				
NETHERLANDS	**66 634**	44 776		932	6 900	8 155	4 759	1 112
NEW ZEALAND	**7 838**	5 128			2 710			
NICARAGUA	**3 015**	15		3 000				
NORWAY	**69 421**	25 396	12 497	195	16 190	18 267	2 775	6 598
OPEC FUND FOR INTERNATIONAL DEVELOPMENT	**800**					800		
PAKISTAN	**40 051**	47				40 005		
PANAMA	**22**	22						
PERU	**271**	271						
PHILIPPINES	**1 180**					1 180		
POLAND	**232**					232		
PORTUGAL	**10**							10
PRIVATE DONORS****	**88 360**	9 477		18 626	12 844	4 057	799	42 558
QATAR	**435**					435		
REPUBLIC OF THE CONGO	**2 790**			2 790				
REPUBLIC OF KOREA	**15 352**			4 000	2 680	3 850		4 822
RUSSIAN FEDERATION	**50 000**			25 000	9 000	16 000		
SAO TOME AND PRINCIPE	**150**			150				

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS[1] IN 2013 *(USD thousand)*

	TOTAL	*Multilateral*		Directed Multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
SAUDI ARABIA	**20 768**			4 335	9 930	6 503		
SIERRA LEONE	**4 547**			4 547				
SLOVAKIA	**15**	15						
SLOVENIA	**39**				39			
SOUTH AFRICA	**20 150**			19 039		309		803
SOUTH SUDAN	**3 728**						3 728	
SPAIN	**3 914**	691	691		2 021		130	1 072
SRI LANKA	**9**	9						
SWAZILAND	**195**			195				
SWEDEN	**102 592**	78 770	8 067	129	289	8 086	11 127	4 191
SWITZERLAND	**79 474**	6 659	5 685	14 812	15 887	33 740	3 794	4 582
SYRIAN ARAB REPUBLIC	**40**	40						
TANZANIA (UNITED REPUBLIC OF)	**105**	105						
THAILAND	**111**	111						
TIMOR-LESTE	**600**			600				
TURKEY	**1 000**				1 000			
UN CERF	**143 323**				62 039	60 175	21 067	43
UN COMMON FUNDS AND AGENCIES (EXCL. CERF)	**77 594**	30		11 535	2 587	7 366	24 543	31 533
UNION OF SOUTH AMERICAN NATIONS	**1 250**			1 250				
UNITED ARAB EMIRATES	**50**							50
UNITED KINGDOM	**455 369**	33 028		20 632	205 503	143 499	30 451	22 256

ANNEX VIII: TOTAL CONFIRMED CONTRIBUTIONS[1] IN 2013 *(USD thousand)*

	TOTAL	*Multilateral*		Directed Multilateral				
DONOR		*TOTAL*	*IRA**	DEV	EMOP	PRRO	SO**	OTHERS***
UNITED STATES OF AMERICA	**1 482 406**	**5 000**		**73 259**	**642 004**	**716 594**	**36 558**	**8 990**
WORLD BANK	**250**			**250**				
ZAMBIA	**4 141**			**4 141**				
GRAND TOTAL	4 382 346	383 953	52 857	370 926	1 609 460	1 576 161	208 275	233 570
Bilateral Contributions								**5 425**

* IRA: Immediate Response Account; ** SO: Special Operations
*** Others: contributions to Trust Funds, Special Accounts, and General Fund
**** Private contributions do not include extraordinary gifts-in-kind such as advertising.

ANNEX IX-A: DIRECT EXPENSES[1] BY REGION AND CATEGORY, 2010–2013

	2010		2011		2012		2013	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*	*USD thousand*	*%*
GRAND TOTAL	**4 000 330**	**100**	**3 768 990**	**100**	**4 148 105**	**100**	**4 264 693**	**100**
DEVELOPMENT	287 842	7	315 986	8	348 672	8	376 914	9
RELIEF	3 220 081	80	2 925 212	78	3 288 536	79	3 329 431	78
Emergency	1 660 195		1 367 243		1 403 214		1 558 453	
PRRO	1 559 885		1 557 969		1 885 322		1 770 979	
SPECIAL OPERATIONS	221 510	6	217 619	6	216 068	5	205 947	5
BILATERALS, TRUST FUNDS AND OTHERS[2]	270 898	7	310 173	8	294 830	7	352 401	8
SUB-SAHARAN AFRICA	**2 340 804**	**100**	**2 180 900**	**100**	**2 677 966**	**100**	**2 303 104**	**100**
Percentage of all regions	59		58		65		54	
DEVELOPMENT	169 819	7	200 771	9	219 450	8	196 580	9
RELIEF	1 978 477	85	1 762 579	81	2 241 753	84	1 877 037	82
Emergency	890 118		794 411		1 026 227		674 843	
PRRO	1 088 359		968 168		1 215 525		1 202 194	
SPECIAL OPERATIONS	131 967	6	148 010	7	168 616	6	167 439	7
BILATERALS AND TRUST FUNDS	60 540	3	69 540	3	48 147	2	62 049	3
ASIA	**895 743**	**100**	**796 289**	**100**	**771 925**	**100**	**576 443**	**100**
Percentage of all regions	22		21		19		14	
DEVELOPMENT	84 286	9	62 301	8	83 324	11	95 961	17
RELIEF	769 909	86	695 828	87	633 179	82	442 918	77
Emergency	440 383		279 982		179 106		23 666	
PRRO	329 525		415 846		454 073		419 252	
SPECIAL OPERATIONS	35 622	4	24 529	3	33 925	4	23 280	4
BILATERALS AND TRUST FUNDS	5 927	1	13 631	2	21 497	3	14 284	2

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[1] Excludes programme support and administrative costs.

[2] Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.

ANNEX IX-A: DIRECT EXPENSES[1] BY REGION AND CATEGORY, 2010–2013

	2010		2011		2012		2013	
	USD thousand	*%*	*USD thousand*	*%*	*USD thousand*	*%*	*USD thousand*	*%*
EASTERN EUROPE AND CIS	**29 313**	**100**	**29 716**	**100**	**23 756**	**100**	**24 697**	**100**
Percentage of all regions	1		1		1		1	
DEVELOPMENT	2 550	9	9 693	33	10 051	42	14 838	60
RELIEF	26 060	89	19 529	66	13 303	56	9 496	38
Emergency	12 683		15 446		204		157	
PRRO	13 376		4 083		13 099		9 339	
SPECIAL OPERATIONS	704	2	188	1	135	1	56	0
BILATERALS AND TRUST FUNDS	-1	0	305	1	267	1	306	1
LATIN AMERICA AND THE CARIBBEAN	**362 832**	**100**	**282 025**	**100**	**159 539**	**100**	**151 660**	**100**
Percentage of all regions	9		7		4		4	
DEVELOPMENT	13 541	4	21 584	8	20 094	13	26 606	18
RELIEF	237 827	66	180 844	64	81 733	51	62 084	41
Emergency	177 783		128 683		4 920		3 199	
PRRO	60 044		52 161		76 813		58 884	
SPECIAL OPERATIONS	47 122	13	10 775	4	7 395	5	4 695	3
BILATERALS AND TRUST FUNDS	64 342	18	68 822	24	50 317	32	58 275	38
MIDDLE EAST AND NORTH AFRICA	**197 617**	**100**	**275 331**	**100**	**346 684**	**100**	**895 025**	**100**
Percentage of all regions	5		7		8		22	
DEVELOPMENT	13 952	7	19 933	7	16 836	5	13 732	2
RELIEF	181 221	92	235 415	86	319 016	92	858 334	96
Emergency	122 337		149 605		198 071		773 500	
PRRO	58 883		85 811		120 945		84 834	
SPECIAL OPERATIONS	446	0	17 584	6	5 226	2	7 608	1
BILATERALS AND TRUST FUNDS	1 998	1	2 399	1	5 606	2	15 352	2

[1] Excludes programme support and administrative costs.

[2] Operational Expenses includes General Fund, Special Accounts and Trust Funds that cannot be apportioned by project/operation.

ANNEX IX-B: DIRECT EXPENSES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2010–2013
(USD thousand)

	2010					2011				
	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others[2]	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others[2]	Total
GRAND TOTAL	**287 842**	**3 220 081**	**221 510**	**270 898**	**4 000 330**	**315 986**	**2 925 212**	**217 619**	**310 173**	**3 768 990**
SUB-SAHARAN AFRICA										
Angola		30			30	-	-	-	-	-
Benin	[illegible]	[illegible]	-	9	[illegible]	[illegible]	[illegible]		2	[illegible]
Burkina Faso	5 484	11 386		1 011	17 881	4 125	[illegible]		1 131	[illegible]
Burundi		[illegible]	-	51	[illegible]	1 362	[illegible]		[illegible]	[illegible]
Cameroon	[illegible]	14 212	-	47	[illegible]	20	16 544		286	16 850
Cape Verde	630			-	630	176				176
Central African Republic	[illegible]	17 963	[illegible]	40	[illegible]	3 024	13 345	4 610	647	[illegible]
Chad	6 878	127 382	[illegible]	[illegible]	146 557	8 025	143 694	16 102	10	[illegible]
Congo		[illegible]	226		11 610	[illegible]	12 287	287		[illegible]
Congo, Dem. Rep. of the		110 207	[illegible]	1 234	130 461		[illegible]	[illegible]	2 427	[illegible]
Côte d'Ivoire	[illegible]	[illegible]	0	37	7 418	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Djibouti	[illegible]	6 137	-	0	[illegible]	[illegible]	11 370	-	33	[illegible]
Eritrea		35			35	-	-	-	-	-
Ethiopia	20 247	[illegible]	3 128	[illegible]	[illegible]	[illegible]	[illegible]	3 407	[illegible]	[illegible]
Gambia	1 257	543		128	[illegible]	[illegible]	128	-	[illegible]	[illegible]
Ghana	4 370	[illegible]	0	911	[illegible]	3 461	7 014	11	[illegible]	[illegible]
Guinea	[illegible]	[illegible]	273	7	[illegible]	[illegible]	[illegible]	8	73	[illegible]
Guinea-Bissau		4 708	-	[illegible]	[illegible]	64	[illegible]		[illegible]	[illegible]
Kenya	[illegible]	[illegible]		1 264	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Lesotho	937	5 742	-	107	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Liberia	2 354	14 011	[illegible]	[illegible]	[illegible]	20	[illegible]	[illegible]	[illegible]	[illegible]
Madagascar	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Malawi	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Mali	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	59	[illegible]	[illegible]
Mauritania	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Mozambique	[illegible]	[illegible]	46	[illegible]	[illegible]	[illegible]	[illegible]	0	[illegible]	[illegible]
Namibia	-	[illegible]	-	[illegible]	[illegible]		[illegible]	-	0	[illegible]
Niger	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Rwanda	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Sao Tome and Principe	[illegible]	-	-	78	[illegible]	[illegible]	-	-	[illegible]	[illegible]
Senegal	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Sierra Leone	[illegible]	[illegible]	62	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Somalia	-	[illegible]	[illegible]	1 611	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
South Sudan	-	-		-	-		[illegible]	[illegible]	[illegible]	[illegible]
Sudan	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Swaziland	-	[illegible]		[illegible]	[illegible]	-	[illegible]	-	[illegible]	[illegible]
Tanzania (United Republic of)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Togo		1 647		7	1 654	-	[illegible]	-	[illegible]	[illegible]
Uganda	[illegible]	[illegible]	-0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Zambia	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Zimbabwe	-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]
Other Regional Expenses	-4	[illegible]	[illegible]	[illegible]	[illegible]	-7	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL REGION	**189 919**	**1 979 477**	**131 967**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**

	2012					2013				
	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others[2]	Total	Development	Relief	Special Oper.	Bilaterals Trust Funds and Others[2]	Total
GRAND TOTAL	**348 672**	**3 288 536**	**216 068**	**294 830**	**4 148 105**	**376 914**	**3 329 431**	**205 947**	**352 401**	**4 264 693**
SUB-SAHARAN AFRICA										
Angola	-	-	-	-	-	-	-	-	-	-
Benin	[illegible]	[illegible]	110	[illegible]	[illegible]	[illegible]	545	[illegible]	[illegible]	[illegible]
Burkina Faso	7 144	35 430		1 652	44 226	[illegible]	[illegible]	3	[illegible]	[illegible]
Burundi	5 458	14 862		414	20 734	[illegible]	[illegible]		[illegible]	[illegible]
Cameroon	2 074	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		17	[illegible]
Cape Verde	[illegible]	-		1	[illegible]	[illegible]	-			[illegible]
Central African Republic	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Chad	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3 880	125 167	12 470	720	[illegible]
Congo	[illegible]	[illegible]	221	27	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Congo, Dem. Rep. of the		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
Côte d'Ivoire	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Djibouti	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	0	[illegible]	[illegible]
Eritrea	-	-	-	-	-	-	-	-	-	-
Ethiopia	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Gambia	[illegible]	[illegible]	-	50	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Ghana	[illegible]	[illegible]	28	[illegible]	[illegible]	[illegible]	[illegible]	2	[illegible]	[illegible]
Guinea	[illegible]	3 272	-	[illegible]	[illegible]	[illegible]	[illegible]			[illegible]
Guinea-Bissau	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Kenya	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Lesotho	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Liberia	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Madagascar	[illegible]	[illegible]		77	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Malawi	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Mali	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Mauritania	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Mozambique	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Namibia		[illegible]	-	[illegible]	[illegible]		[illegible]		[illegible]	[illegible]
Niger	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Rwanda	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Sao Tome and Principe	[illegible]			[illegible]	[illegible]	[illegible]	-			[illegible]
Senegal	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Sierra Leone	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Somalia	-	[illegible]	[illegible]	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]
South Sudan		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
Sudan	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]
Swaziland	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Tanzania (United Republic of)	[illegible]	[illegible]	-	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Togo	[illegible]	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	[illegible]	4	[illegible]
Uganda	[illegible]	[illegible]	0	[illegible]	[illegible]	[illegible]	[illegible]	-0	[illegible]	[illegible]
Zambia	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
Zimbabwe	-	[illegible]	-	[illegible]	[illegible]		[illegible]	-	[illegible]	[illegible]
Other Regional Expenses	12	0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL REGION	**[illegible]**	**[illegible]**	**[illegible]**	**48 147**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**	**[illegible]**

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[1] Excludes programme support and administrative costs.

[2] [illegible]

Negative figures represent financial adjustments.

ANNEX IX-B: DIRECT EXPENSES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2010–2013

(USD thousand)

	2010					2011					2012					2013				
	Development	Relief	Special Oper	Bilateral Trust Funds and Others[2]	Total	Development	Relief	Special Oper	Bilateral Trust Funds and Others[2]	Total	Development	Relief	Special Oper	Bilateral Trust Funds and Others[2]	Total	Development	Relief	Special Oper	Bilateral Trust Funds and Others[2]	Total
ASIA																				
Afghanistan		142 509	13 553	404	156 466		179 216	14 487	582	194 285		189 108	15 000	2 256	206 364		104 494	14 310	5 087	123 910
Bangladesh	42 460	32 793		483	75 736	36 783	4 801		2 083	43 667	38 199	7 415		1 567	47 181	48 744	3 105		1 941	53 790
Bhutan	2 027			19	2 046	1 873			36	1 909	1 096			2	1 098	2 151			5	2 156
Cambodia	1 456	14 597		219	16 272	5 181	9 806		301	15 288	17 015	5 165		969	23 149	16 352	175		759	17 286
India	9 530			952	10 482	6 203	1		3 343	9 547	5 113	1		11 103	16 217	1 879			1 732	3 611
Indonesia		8 490	1 516	423	10 429		6 985	440	1 059	8 484	1 543	1 287	1 048	1 110	4 988	3 867			603	4 470
Korea, D.P.R. of		29 790		682	30 472		38 791		36	38 827		36 519		10	36 529		11 414		62	11 476
Lao People's Dem. Rep.	6 838	8 454		152	15 444	4 884	4 130		695	9 709	6 219	113		388	6 720	9 621			602	10 223
Myanmar		20 872	295	11	21 178		27 286	394	84	27 764		34 230	16	231	34 477		46 501	73	463	47 037
Nepal	7 137	48 680		133	55 951	5 016	42 702	-1	116	47 833	7 774	27 733		1 253	36 760	7 103	16 909		1 124	25 136
Pakistan	13 728	347 828	17 600	960	380 116	2 749	327 778	7 050	1 014	338 591	204	236 814	16 660	767	254 445		168 424	1 173	172	169 769
Philippines		38 458	940	126	39 524		20 830	38	203	21 071		19 675	416	334	20 425		47 450	1 646	234	49 330
Sri Lanka	1 109	71 366	1 221	31	73 727	201	27 607	1 015	70	28 893	728	18 032	116	138	19 014	1 125	12 662	68	6	13 861
Timor-Leste		4 996	404	460	5 860	137	5 554	480	1 291	7 462	5 469	389	37	1 191	7 086	5 016	19		134	5 169
Other Regional Expenses		56		859	915		45	410	1 568	2 023			-1	681	680				861	861
TOTAL REGION	**84 296**	**769 809**	**35 622**	**5 827**	**895 743**	**62 391**	**696 825**	**24 529**	**13 621**	**796 389**	**83 224**	**603 179**	**33 836**	**21 487**	**771 826**	**86 891**	**442 914**	**33 280**	**14 394**	**578 443**
EASTERN EUROPE AND CIS																				
Armenia	106	1 425			1 531	1 202	2 669			3 871	1 669	957			2 626	3 543	90			3 633
Azerbaijan									66	66				16	16				17	17
Georgia		4 331	7		4 338		794	5	53	852		473		5	478		304			304
Kyrgyz Republic		12 044	697	1	12 742		13 841	153	64	14 058		7 977	135	105	8 217	600	7 289	95	249	8 233
Russian Federation		421			421															
Tajikistan	2 444	7 621			10 065	8 391	2 295		101	10 787	9 100	3 000		31	12 131	10 435	1 816		41	12 292
Uzbekistan					-		1			1										
Other Regional Expenses		217			217															
TOTAL REGION	**2 550**	**26 060**	**704**	**-1**	**29 313**	**9 493**	**19 520**	**158**	**305**	**29 716**	**10 091**	**13 383**	**135**	**287**	**23 756**	**14 838**	**9 480**	**95**	**308**	**24 687**

ANNEX IX-B: DIRECT EXPENSES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 2010–2013
(USD thousand)

	2010					2011					2012					2013				
	Development	Relief	Special Oper	Bilaterals Trust Funds and Others[2]	Total	Development	Relief	Special Oper	Bilaterals Trust Funds and Others[2]	Total	Development	Relief	Special Oper	Bilaterals Trust Funds and Others2	Total	Development	Relief	Special Oper	Bilaterals Trust Funds and Others[2]	Total
LATIN AMERICA AND THE CARIBBEAN																				
Bolivia (Plurinational State of)	2 574	2 408	-	2 900	7 881	847	3 299	-	1 955	6 101	1 630	198	-	697	2 525	658	1 626	-	835	3 119
Chile	-	442	-	-	442	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colombia	2	10 743	-	12 741	23 486	1	21 720	-	12 237	33 958	-	7 794	-	5 173	12 967	-	12 808	-	8 276	21 084
Cuba	213	236	-	162	611	914	20	-	469	1 403	299	715	-	250	1 264	282	1 247	-	13 110	14 639
Dominican Republic	-	-	-	90	90	-	-	-	1 381	1 381	-	-	-	660	660	-	-	-	745	745
Ecuador	-15	2 343	-	1 870	4 198	2	1 430	-	2 612	4 044	-3	3 170	-	1 408	4 575	6	3 250	-	1 884	5 140
El Salvador	-	3 388	-	22 122	25 510	-	1 400	-	16 736	18 136	-	2 469	-	12 564	15 033	-	2 749	-	4 721	7 470
Guatemala	711	13 594	-	1 610	15 915	3 225	6 670	-	3 712	13 607	2 057	5 907	-	1 082	9 046	1 661	4 969	-	385	7 015
Haiti	548	150 537	47 122	175	198 382	-	139 344	10 775	602	150 721	4 731	55 911	7 385	920	68 947	14 332	31 047	4 095	7 131	56 605
Honduras	4 857	1 884	-	[illegible]	35 476	11 160	610	-	20 230	32 000	6 700	994	-	23 576	31 270	5 677	1 329	-	20 950	27 956
Nicaragua	1 526	3 039	-	540	5 105	4 423	3 401	-	810	8 634	4 371	2 417	-	797	7 585	3 459	687	-	1 255	5 401
Panama	-	-	-	-	-	-	-	-	6	6	-	-	-	15	15	-	-	-	-	-
Paraguay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	659	-	-	659
Peru	-7	0	-	1 154	1 147	-	-	-	1 708	1 708	-	-	-	701	701	7	-	-	645	652
Other Regional Expenses	3 166	298	-	385	3 849	694	16	-	1 376	2 086	264	2 110	-	1 359	3 733	306	479	-	1 535	2 320
TOTAL REGION	**13 541**	**237 837**	**47 122**	**64 343**	**362 832**	**21 584**	**185 864**	**10 775**	**68 622**	**282 025**	**28 086**	**64 750**	**7 385**	**50 317**	**150 538**	**26 006**	**62 084**	**4 095**	**59 275**	**151 460**
MIDDLE EAST AND NORTH AFRICA																				
Algeria	-	18 027	-	1 434	19 461	-	18 281	-	130	18 394	-	20 600	-	40	20 640	-	21 810	-	-2	21 808
Egypt	8 467	-	-	44	8 511	9 687	4 432	-	107	14 226	10 061	96	-	2 040	12 197	10 449	11 477	-	130	22 056
Iran, Islamic Republic of	-	3 008	-	-	3 008	-	3 950	-	-	3 950	-	1 204	-	-	1 204	-	2 452	-	-	2 452
Iraq	271	16 402	-	-	16 673	1 042	14 436	5 813	-	21 291	977	17 082	2 100	71	20 230	151	27 421	-	14 026	41 598
Jordan	-	-	-	102	102	-	-	-	147	147	0	15 060	-	1 430	16 490	367	140 956	-	79	141 402
Lebanon	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	142 904	-	-	142 904
Libya	-	-	-	-	-	-	22 204	11 240	-	33 444	-	17 949	1 236	-	19 185	-	638	124	-	762
Morocco	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29	-	-	-	29
State of Palestine	-	76 304	133	0	76 437	-	88 380	18	[illegible]	88 810	-	90 170	-	82	90 252	-	88 086	85	110	88 281
Syrian Arab Republic	1 796	31 681	-	38	33 515	8 960	30 636	-	45	39 641	2 699	85 540	555	15	88 809	-	263 016	6 441	7	269 464
Tunisia	-	-	-	-	-	-	5 040	-	-	5 040	-	1 604	-	-	1 604	47	537	-	-	584
Turkey	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48 091	-	-	48 091
Yemen	2 417	36 286	303	87	39 093	1 840	56 600	610	1 297	60 347	3 380	108 094	891	837	113 202	2 469	128 974	966	316	132 725
Other Regional Expenses	-	177	-	204	381	-	1 613	-	483	2 096	-	10 808	-	276	11 084	-	629	-0	914	1 543
TOTAL REGION	**13 952**	**181 221**	**440**	**1 909**	**197 517**	**19 873**	**239 410**	**17 684**	**2 386**	**279 331**	**16 836**	**319 046**	**5 226**	**5 896**	**347 004**	**13 732**	**858 334**	**7 616**	**15 352**	**895 033**
OTHER	3 984	26 548	5 049	139 094	174 621	1 702	31 018	10 534	165 476	208 730	-1 086	-400	771	162 699	161 984	26 197	79 564	2 805	205 138	313 704

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[1] Excludes programme support and administrative costs

[2] Includes all Expenses for Bilaterals, Trust Funds, General Fund and Special Accounts

Negative figures represent financial adjustments

ANNEX IX-C: DIRECT EXPENSES[1] BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 2010–2013

	2010		2011		2012		2013	
	USD thousand	%	USD thousand	%	USD thousand	%	USD thousand	%
DEVELOPMENT AND RELIEF:	**3 507 923**	**100.0**	**3 241 198**	**100.0**	**3 637 208**	**100.0**	**3 706 345**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	2 371 939	67.6	2 102 005	64.9	2 496 957	68.7	2 211 899	59.7
Low-income, food-deficit countries	3 308 053	94.3	3 010 605	92.9	3 205 532	88.1	2 436 605	65.7
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	2 148 296	61.2	1 963 350	60.6	2 461 202	67.7	2 073 617	55.9
Asia	854 194	24.4	758 129	23.4	716 503	19.7	538 879	14.5
Eastern Europe and CIS	28 610	0.8	29 222	0.9	23 354	0.6	24 334	0.7
Latin America and the Caribbean	251 367	7.2	202 428	6.2	101 827	2.8	88 690	2.4
Middle East and North Africa	195 173	5.6	255 349	7.9	335 852	9.2	872 065	23.5
DEVELOPMENT:	**287 842**	**100.0**	**315 986**	**100.0**	**348 657**	**100.0**	**376 914**	**100.0**
BY SPECIAL STATUS CATEGORY[2]								
Least developed countries	204 474	71.0	228 630	72.4	270 246	77.5	265 853	70.5
Low-income, food-deficit countries	276 860	96.2	306 835	97.1	342 237	98.2	330 901	87.8
BY REGION/COUNTRY GROUP								
Sub-Saharan Africa	169 819	59.0	200 771	63.5	219 450	62.9	196 580	52.2
Asia	84 286	29.3	62 301	19.7	83 324	23.9	95 961	25.5
Eastern Europe and CIS	2 550	0.9	9 693	3.1	10 051	2.9	14 838	3.9
Latin America and the Caribbean	13 541	4.7	21 584	6.8	20 094	5.8	26 606	7.1
Middle East and North Africa	13 952	4.8	19 933	6.3	16 836	4.8	13 732	3.6

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[1] Exclusive of programme support and administrative costs.

[2] Actual classifications for each year.

ANNEX X-A: UNITED NATIONS AND INTERNATIONAL ORGANIZATION PARTNERSHIPS

	2011		2012		2013	
PARTNERS	No. of projects	No. of countries	No. of projects[1]	No. of countries	No. of projects	No. of countries
UNICEF	126	56	131	63	144	66
FAO	86	50	105	58	108	58
WHO	72	38	64	41	59	33
UNDP	64	37	54	37	51	35
UNHCR	59	43	53	42	58	46
International Red Cross and Red Crescent Movement (ICRC, IFRC, National Red Cross and Red Crescent Societies)	46	34	51	38	61	41
UNFPA	41	22	36	26	42	33
UNAIDS	27	23	25	19	23	19
OTHERS*	27	14	25	18	35	29
IOM	37	24	20	17	12	11
World Bank	22	18	16	14	18	16
IFAD	11	9	11	10	18	14
ILO	18	10	12	8	12	9
UNESCO	15	11	10	7	18	13
UN-Women**	8	6	7	7	14	9
UN-HABITAT	1	1	4	3	5	5
UNEP	3	2	3	2	5	5

* OTHERS include entities such as United Nations missions.

** Unifem was merged with UN-Women in January 2011.

*** Acronyms are listed at the end of the document.

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[1] Projects are categorized at the activity level for country programmes, and the country level for regional projects. Special operations are excluded.

ANNEX X-B: 2013 COLLABORATION WITH CIVIL SOCIETY PARTNERS
(NGOs and the Red Cross and Red Crescent Movement)

Strategic Objectives (SOs)	Total No. Partners[1]	International Partners	National Partners
SO 1: Save lives and protect livelihoods in emergencies	669 (26%)	131	538
SO 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures	448 (17%)	68	380
SO 3: Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	625 (24%)	113	512
SO 4: Reduce chronic hunger and undernutrition	570 (22%)	127	443
SO 5: Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	270 (11%)	44	226

Programme Activities	Total No. Partners	International Partners	National Partners
Asset creation	538	70	468
Capacity development	225	37	188
Cash and vouchers	112	31	81
General food distribution	388	83	305
Nutrition	487	115	372
School feeding	239	43	196

Services	Total No. Partners	International Partners	National Partners
Food distribution	1 193	171	1 022
Cash distribution	97	32	65
Voucher distribution	47	20	27
Other: Assessments	28	12	16
Other: Project design	18	2	16
Other: Monitoring	144	27	117
Other (e.g. Storage, Transport, Selection, Targeting, etc.)	260	55	205

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[1] In order to portray a more complete snapshot of collaboration carried out in 2013, not only with NGOs, but also with members of the Red Cross and Red Crescent Movement, these partnerships have been incorporated into the above indicative figures under the generic term of 'partner'.

Additional Notes:

1. In 2013 WFP worked with a total of 1,380 partners; 201 international and 1,179 national. The number of partners displayed in the above tables cannot be added to result in the total sum because individual partners may collaborate with WFP in a variety of programme activities/provide various services, therefore causing overlap.
2. The number of partners reflected in any given cell is indicative only of the total count of distinct organizations and does not demonstrate the size of the partners' collaboration.

ANNEX XI: WFP INDICATORS ON IMPLEMENTATION OF THE QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)[1]

QCPR-related indicators	2013 (%)
% projects with gender marker code 2A or 2B	50
% of country offices using common results-based management (RBM) tools and principles	100
% of countries having an up-to-date disaster risk reduction strategy	90
% of WFP country programmes (new) with outcomes consistent with UNDAF	100
% of Member States represented by the Executive Board giving positive feedback on the quality of corporate reporting on results and mandates, i.e. the Annual Performance Report	100

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[1] This is a subset of the common QCPR-related indicators agreed with UNICEF, UNDP and UNFPA. The complete set of indicators that can be tracked by WFP has been built into the 2014 results frameworks and will be reported through the Annual Performance Report for 2014.

ANNEX XII: OVERVIEW OF ORGANIZATIONAL STRENGTHENING

The organizational strengthening effort was launched in 2012, financed by a supplementary PSA allocation of USD 20 million approved by the Board as part of the Management Plan (2013–2015) to establish: i) a change-management package focusing on implementation of the Framework for Action; and ii) a transition fund to provide flexibility in managing staff changes.

Part 1 of the APR outlines the organizational improvements; this Annex provides additional information on the range of actions implemented in the change management package, building on the interim report included in the Management Plan (2014–2016).

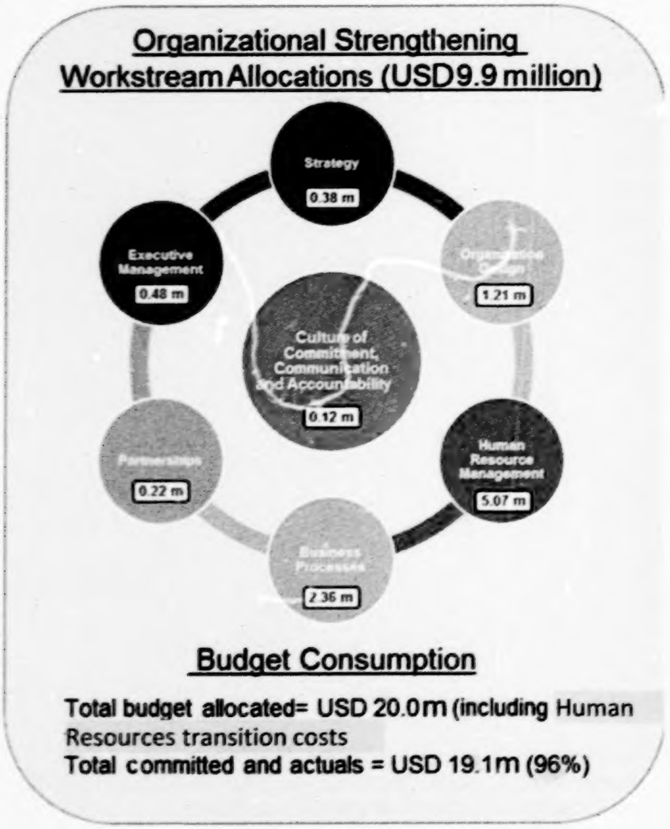
ALLOCATIONS AND EXPENDITURES

Of the USD 20 million supplementary PSA allocation, USD 19.1 million – 96 percent – was spent in 2013:

i) USD 10.1 million for costs related to managing staff changes: agreed separations of 12 Directors (USD 2.1 million), 28 international professionals (USD 3.2 million) and 11 general service staff (USD 1.3 million), amounting to USD 6.7 million, and additional costs of USD 3.4 million related to international staff reassignments; and

ii) USD 9.9 million to finance the seven themes, as shown in Figure 1.

Figure 1: Supplementary PSA allocations by organizational strengthening theme


Organizational Strengthening
Workstream Allocations (USD9.9 million)
Strategy
0.38 m
Organizational Design
1.21 m
Executive Management
0.48 m
Culture of Commitment, Communication and Accountability
0.12 m
Human Resource Management
5.07 m
Partnerships
0.22 m
Business Processes
2.36 m
Budget Consumption

Total budget allocated= USD 20.0m (including Human Resources transition costs
Total committed and actuals = USD 19.1m (96%)

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
STRATEGY			
1.1 Operationalizing the Strategic Plan Completed	Identify and remove obstacles that prevent WFP from fully implementing the Strategic Plan. **Rationale** WFP introduced a number of new tools to implement the shift to food assistance, but they were not always aligned with identified needs and not consistently integrated into WFP's business processes.	**Phase 1** Consultations with Regional Directors and Country Directors developed recommendations for investments at the regional and country levels; the findings were presented to the Executive Management Group (EMG) for approval. **Phase 2** Coordination with other change processes; consideration of approved recommendations during preparation of the Management Plan (2014–2016) and preparation of a QCPR reference group document.	• Gaps in meeting the Strategic Objectives assessed • 40 recommendations for actions, investments, savings and process improvements • Inputs to the Management Plan (2014–2016) • Lessons learned gathered to support implementation of the new Strategic Plan
ORGANIZATION DESIGN			
2.1 Transition to new organization design Completed	Ensure effective implementation of the new organization design. **Rationale** The process requires coordination to ensure a smooth transition.	**Phase 1** Preparation and implementation of the special reassignment process. **Phase 2** Defining requirements, establishing a transition support unit and developing transition checklists. **Phase 3** Institutionalization of the changes, ensuring effective hand-over.	• New organization design implemented as planned in February 2013 to empower country offices • Senior staff and staff reassignment completed: 100 senior managers and 450 professional staff

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
			• Global relocation tool launched • Learning and feedback used to inform regular reassignments and other human resources (HR) processes
2.2 Implementation of organization design at regional bureaux Completed	Ensure effective and coordinated implementation of the redefined role of the regional bureaux. **Rationale** Enable the regional bureaux to support WFP operations more effectively by reviewing and adapting operational and organizational structures in the light of regional strategies and country office needs.	**Phase 1** Gap analysis of regional bureau roles and accountabilities to assess deficiencies, identify areas for investment and define actions to establish the required expertise and capacities. **Phase 2** Assist transition planning at workshops for deputy regional directors; develop an action plan for the transition. **Phase 3** Integrate regional bureau requirements into the Management Plan (2014–2016).	• Standard template for the organizational structure and functions of regional bureaux • Gap analysis, and measures to enable regional bureaux to fulfil their new role • Regional bureau transition plans • Relevant functions transferred from Headquarter to regional bureaux • Structural gaps addressed in budget allocations • Support for country offices provided in line with targets

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
2.3 Review of country office presence and operating models In progress	Assess WFP's country presence and operating models against the Strategic Plan (2014–2017), hunger and malnutrition trend lines and partnership opportunities. **Rationale** WFP's field presence enables it to address food insecurity by assisting beneficiaries in emergencies and supporting economic and social development. It must match beneficiaries' needs to make WFP's responses efficient and effective.	**Phase 1** Gather information about WFP's presence, operating models and resources to establish a baseline. **Phase 2** Develop country assessment criteria and frameworks in consultation with internal stakeholders. **Phase 3** Develop options for future country presence and operating models on the basis of Phase 2 for the Management Plan (2015–2017).	• Country Office Presence and Operating Model Review (COPrOM) developed for annual input into future Management Plans • Standard assessment approach for country presence developed from consultations with internal stakeholders; based on beneficiary needs, national capacities and national income • 17 countries identified for further analysis; template developed for the 2014 COPrOM to be carried out by the regional bureaux and country offices, supported by the office of the Deputy Executive Director/Chief Operating Officer (DED/COO)

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
			• COPrOM can be validated externally; provides an entry point for consultation with national counterparts • Options for future to be developed in 2014
2.4 Improving resource management in country offices In progress	Improving resource management with a view to efficiency and effectiveness **Rationale** Because they are closest to beneficiaries, the country offices are WFP's centre of gravity; they must be empowered to utilize resources appropriately.	**Phase 1** Baseline data gathering and development of benchmarking tool **Phase 2** Develop method for improved efficiency assessment in the largest country offices **Phase 3** Pilot projects in selected country offices to compile action plans and roadmap for hand-over of toolkit.	• Methods and tools for reviewing resource management • Pilot projects lead to improved budget utilization • Methods and tools refined and handed over as planned in 2014
2.5 Liaison office presence review Completed	Review of liaison and communication offices to develop guidance for optimum performance and value for money. **Rationale** Liaison offices handle donor relations, inter-agency relations and communications under more effective terms of reference.	**Phase 1** Develop criteria for assessing liaison offices and apply them **Phase 2** Identify and implement changes	• Assessment criteria for liaison offices • New terms of reference • Optimized processes

HUMAN RESOURCES MANAGEMENT			
3.1 Review of HR processes and identification of improvements In progress	Review recruitment, reassignment and promotion processes, with reference to performance management, to enhance personnel management and development processes. **Rationale**. Fit for Purpose identified personnel management issues.	**Phase 1** Review current HR processes **Phase 2** Identify and prioritize improvements **Phase 3** Finalize recommendations for HR strategy 2014–2017 **Phase 4** Implement recommendations	• Report on HR processes • Implementation plan • Enhanced promotion exercise positively received; promising candidates identified • Job evaluation framework, leadership development programme, career framework programme, diversity strategy, HR strategy all commissioned at the end of 2013 • Recommendations for HR strategy in terms of organizational development, employee engagement, talent development and performance management • Capacity development for HR staff to support role as business partners • Technology-based systems to improve HR performance planned for 2014

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM			
Workstream	**Objective and rationale**	**Activities**	**Outputs and impact**
3.2 Locally-recruited staff transfer project In progress	Establish contracting and administrative systems to move national staff from UNDP to WFP/FAO regulations. **Rationale** Executive Director's decision.	**Phase 1** Identify issues to be addressed, implementation options and procedures. **Phase 2** Develop new policy, with administrative and legal procedures. **Phase 3** Assess options for transfer of fixed-term staff to FAO contracts with payroll, benefits and entitlements outsourced to UNDP in Copenhagen on a cost-recovery basis. **Phase 4** Update HR data in WINGS; issue new contracts to national staff.	• National staff brought under FAO regulations; UNDP manages social security, pensions and work-related accident or illness claims. • New manual, IT systems and processes • Pilot review of contract types for local field staff to test replacement of service contracts with fixed-term appointments or special service agreements
3.3 Strategy for managing and developing staff In progress	Develop a strategy for managing and developing WFP's workforce to support the new organization design. **Rationale** The WFP HR strategy requires updating to reflect Fit for Purpose and the Strategic Plan (2014–2016).	**Phase 1** Review reports from the corporate skill audit review, the HR process review and the global staff survey. **Phase 2** Define staff management initiatives. **Phase 3** Implement initiatives regarding learning and organizational development.	• Strategy for managing and developing WFP's workforce • Review of WFP's capacity development programmes for staff • Re-launch of global leadership programme • New learning and development framework and new learning system

BUSINESS PROCESSES			
4.1 Scoping business processes review In progress	Align core business processes with the new organization design. **Rationale** Need to address gaps and misalignments in current processes.	**Phase 1** Identify areas for improvement at process optimization workshops. **Phase 2** Identify areas requiring further study, and extend process review to cover administrative and HR processes. **Phase 3** Implement improvements	• 38 improvements presented to EMG, 13 prioritized, for supply chain management, programme cycle management, resource management and utilization, and monitoring, reporting and evaluation • HR, operations, administration and security included in phase 2 • Improvements in programme cycle management, UNDAF/Country Programme Action Plan (CPAP) processes and partnership templates, food procurement, goods and services procurement, supply chain management, customer relations and country-office evaluations.

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
PARTNERSHIPS			
5.1 Developing a partnership strategy In progress	Identify actions for enhancing existing partnerships and building new ones, particularly at the field level. **Rationale** Need for effective partnerships to leverage comparative advantages and achieve economies.	**Phase 1** Establish principles and practices to govern partnering arrangements and guide partner selection for approval by the Board. **Phase 2** Develop an implementation plan. **Phase 3** Implement priority actions.	• Partnership strategy for approval at EB.A/2014 • Action plan to position WFP as the "partner of choice" in food assistance, develop partnering principles, reinforce understanding of WFP's unique value proposition, select partners and manage partnerships • Partnership resource centre to be created; other actions to follow

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
EXECUTIVE MANAGEMENT			
6.1 Improving managers' performance and accountability In progress	Identify measures to enhance managers' performance and develop the next generation of WFP leaders, especially women. **Rationale** Need for rigour in the performance management process in terms of holding managers accountable for the utilization of resources, achievement of results and adherence to policy.	Develop performance compacts for senior managers covering accountability and delegated authority Develop improved regular processes for performance planning and results reviews at the individual, country office and Headquarters levels Implement systems such as PROMIS to support decision-making Develop an accountability framework for WFP	• Performance compacts for DEDs, Assistant Executive Directors (AEDs) and Chief of Staff • Improved results review process for senior managers • Revised office-level performance planning and review process, with emphasis on feedback by reporting offices; revised guidance and training. • Improved linkages between office-level performance management and individual performance management • 2014–2017 Management Results Framework (MRF) integrated into PROMIS • PROMIS rolled out in one additional region in 2013

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM			
Workstream	**Objective and rationale**	**Activities**	**Outputs and impact**
6.2 Review of executive management Completed	Review executive decision-making and management processes to ensure accountability and oversight. **Rationale** Need for effective decision-making structures and information flows for decentralization to the field.	**Phase 1** Analysis of current processes, committees and the Office of the Executive Director (OED) **Phase 2** Identification of options for improvement **Phase 3** Implementation of changes to OED and committees	• Improvements to EMG in decision-making and tracking of follow-up • Improved functioning of leadership group of the Executive Director, DED/COO, AEDs and Chief of Staff, with end-of-year performance monitoring • Independent end-of-year assessment of executive management • OED focused on supporting the Executive Director and effective executive management.

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
CULTURE OF COMMITMENT, COMMUNICATION AND ACCOUNTABILITY			
7.1 New approaches to communication and learning In progress	Develop a culture of commitment, communication and accountability. **Rationale** Communication and learning are important in other workstreams: communication and feedback mechanisms are needed to enable senior management to promote and track the change in culture.	Define and establish channels of communication such as: • executive management dialogue with staff; • quarterly staff meetings led by the Executive Director, with additional meetings as needed; • institutionalization of Just-Ask for questions for the Executive Director • global staff surveys • translation of WFPgo into more languages	• Just-Ask has 11,865 page views by the end of 2013; quarterly all-staff meetings led by the Executive Director; regular open-forum meetings/video conferences on particular topics; 2013 Global Management Meeting in Rome has 2,000 page views • 2012 global staff survey followed up by units and supported the Ombudsman • Internal website used for corporate messaging • Executive management messages cascaded • New graphics for the APR • Translation of 15 WFPgo pages; New to WFP, Staff Counselling and Ethics now available in Spanish and French

DETAILS OF THE OBJECTIVES, RATIONALE AND PROGRESS OF EACH WORKSTREAM

Workstream	Objective and rationale	Activities	Outputs and impact
			• WFP joins the Communicating with Disaster Affected Communities (CDAC) network to improve communications with communities and prevent sexual exploitation and abuse. • Online media and communications manual for staff • Independent analysis of WFP's media coverage is 97% positive

ACRONYMS USED IN THE DOCUMENT

AED	Assistant Executive Director
APR	Annual Performance Report
ARC	African Risk Capacity
ART	anti-retroviral therapy
C&V	cash and vouchers
CERF	Central Emergency Response Fund
CIS	Commonwealth of Independent States
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CP	country programme
CSB	corn-soya blend
DED/COO	Deputy Executive Director/Chief Operating Officer
DEV	development project
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
ECOSOC	Economic and Social Council of the United Nations
ECOWAS	Economic Community of West African States
EMG	Executive Management Group
EMOP	emergency project
EPUN	Ethics Panel of the United Nations
FAO	Food and Agriculture Organization of the United Nations
FDP	Financial and Conflict of Interest Disclosure Programme
FFA	food assistance for assets
FoodSECuRE	Food Security Climate Resilience Facility
FOQUS	Food Quality Software
FPF	Forward Purchase Facility
GDP	gross domestic product
GNI	gross national income
HLCM	High-Level Committee on Management
HR	human resources
IATI	International Aid Transparency Initiative

IDA	iron deficiency anaemia
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
IRA	Immediate Response Account
KPI	key performance indicator
LTSH	landside transport, storage and handling
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MOPAN	Multilateral Organization Performance Assessment Network
MOSS	minimum operating security standards
MRD	Management Results Dimension
MRF	Management Results Framework
MUAC	mid-upper arm circumference
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	official development assistance
OED	Office of the Executive Director
OMP	Panama Regional Bureau (Latin America and the Caribbean)
OVC	orphans and other vulnerable children
P4P	Purchase for Progress
PACE	Performance and Competency Enhancement (process)
PMTCT	prevention of mother-to-child transmission
PREP	Preparedness and Response Enhancement Programme
PROMIS	Performance and Risk Management Organizational Management System
PRRO	protracted relief and recovery operation
PSA	Programme Support and Administrative (budget)
QCPR	Quadrennial Comprehensive Policy Review
RBA	Rome-based agency
REACH	Renewed Efforts Against Child Hunger and Undernutrition
RWA	Respectful Workplace Advisor

SAM	security assessment mission
SCOpe	System for Cash Operations
SO	special operation
SO	Strategic Objective
SPR	Standard Project Report
SRF	Strategic Results Framework
TB	tuberculosis
TPDS	India's Targeted Public Distribution System
UN SWAP	United Nations System-Wide Action Plan
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization
WINGS	WFP's Information Network and Global System

Decision 2014/EB.A/2 of the Executive Board of the World Food Programme adopted by the Board at its annual session of 2014 (3-6 June 2014)

Annual report for 2013 to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations

The Board approved the Annual Performance Report for 2013 (WFP/EB.A/2014/4*), noting that it provided a comprehensive record of WFP's performance for the year. In accordance with decision 2004/EB.A/11, the Board requests that the Annual Report be forwarded to ECOSOC and the FAO Council along with the Board's decisions and recommendations.

3 June 2014